

OFFICE OF THE COMPTROLLER

ULSTER COUNTY, NEW YORK

QUARTERLY REPORT

First Quarter

2011

May 19, 2011

2011 – 006



ELLIOTT AUERBACH – COMPTROLLER

The mission of the Ulster County Comptroller's Office is to serve as an independent agency of the people and to protect the public by monitoring County government and to assess and report on the degree to which its operation is economical, efficient and its financial condition sound.

Quarterly Report: First Quarter 2011

OBJECTIVE

The Ulster County Charter and Administrative Code require the Comptroller to submit at *least quarter-annually* a report on *the financial condition of the County and economy, efficiency effectiveness with which the County government or any of its departments, agencies or programs is managed*.

Financial Condition is defined as the county's ability to balance revenues and expenditures while providing continuous service. These quarterly reports compare data over a five year period in an effort to track significant trends.

In November 2010 the Comptroller issued a report entitled "A Better Budget for Ulster County" and called for a move toward performance-based budgeting. As the County moves in this direction, this report will evolve to measure the County's financial performance against locally established criteria. Until then, this report largely relies on the historical fiscal performance of Ulster County as a basis of measurement.

Most importantly, for the citizen reader is the very last page of this report in which we seek your commentary on the value of the report. Please share with us your comments on this report, offer suggestions on how to improve it and tell us what types of measurement you would find useful.

This report is presented in two formats: a visual presentation of graphs and charts followed by a narrative description that sets context for circumstances and variations in the data.

CONTENTS

PART ONE: Pages 2 - 5

Revenue status and expenditures are graphed as a percentage of the revised 2011 budget .

PART TWO: Pages 6 - 17

Revenue status and expenditures are charted comparing the revised budget to quarterly-to-date expenditures and year-to-date expenditures.

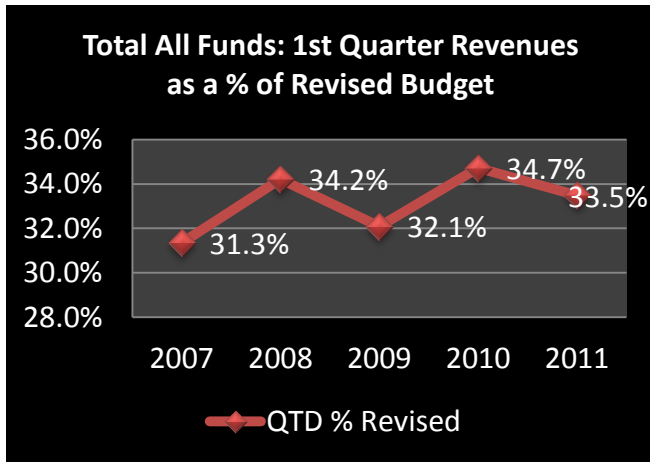
PART THREE: Pages 18 - 34

Narrative description of graphs

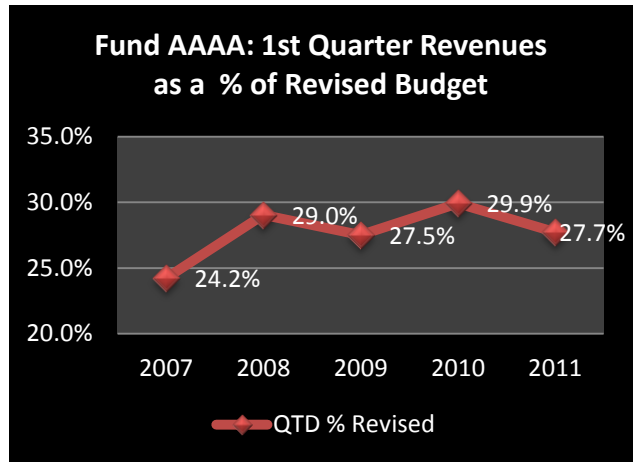
PART ONE

Revenue Status

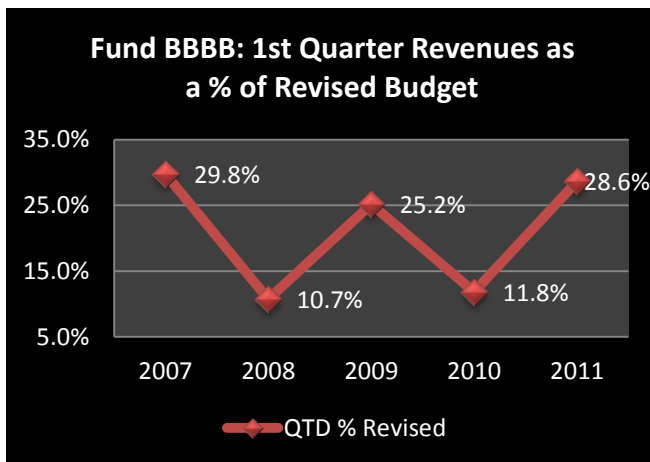
TOTAL OF ALL FUNDS



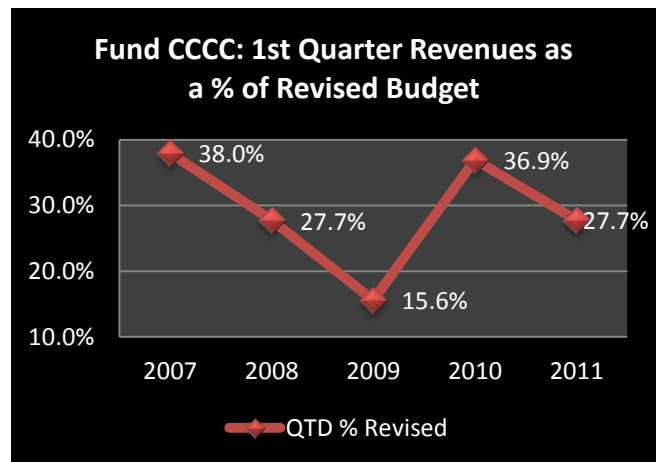
FUND AAAA: THE GENERAL FUND



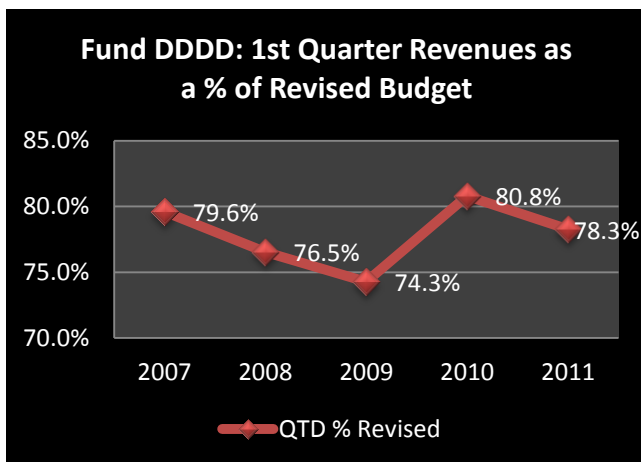
FUND BBBB: COMMUNITY DEVELOPMENT FUND



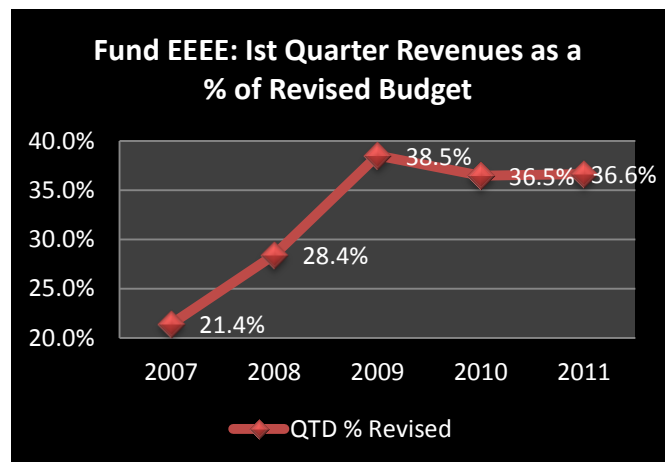
FUND CCCC: GOLDEN HILL HEALTHCARE CENTER



FUND DDDD: COUNTY ROAD

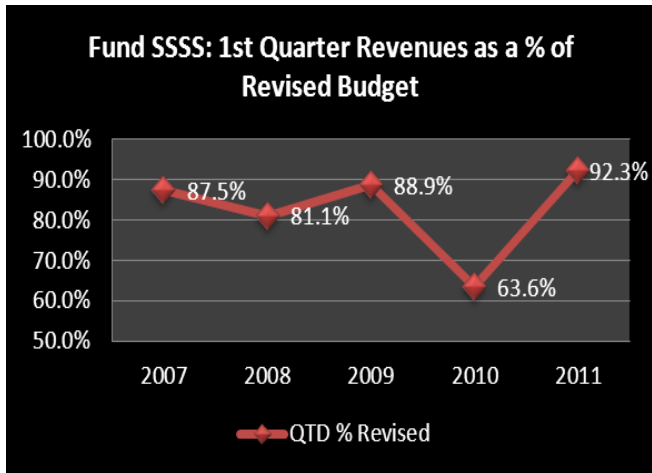


FUND EEEE: ROAD MACHINERY

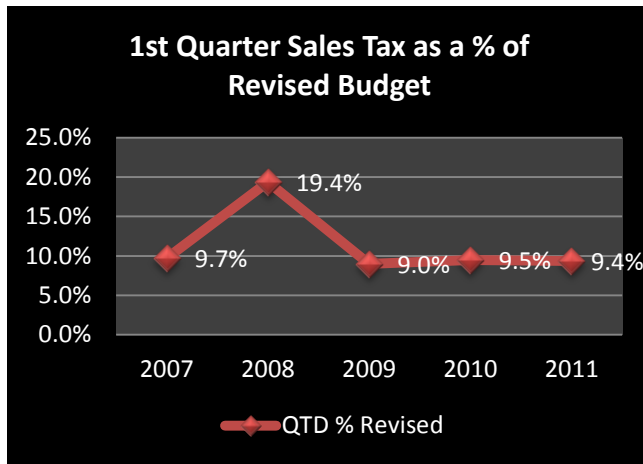


Revenue Status Cont.

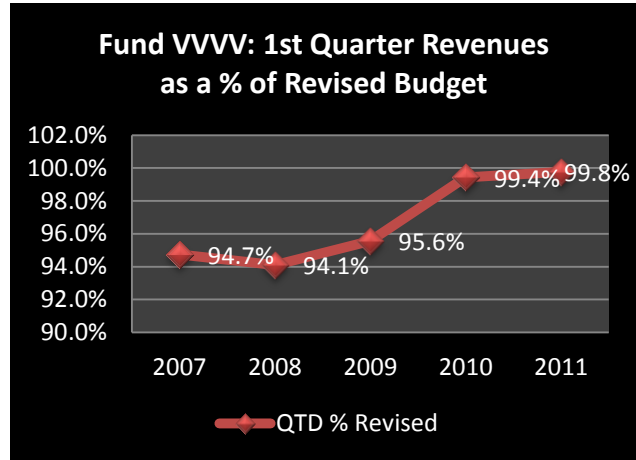
FUND SSSS: WORKERS' COMPENSATION POOL



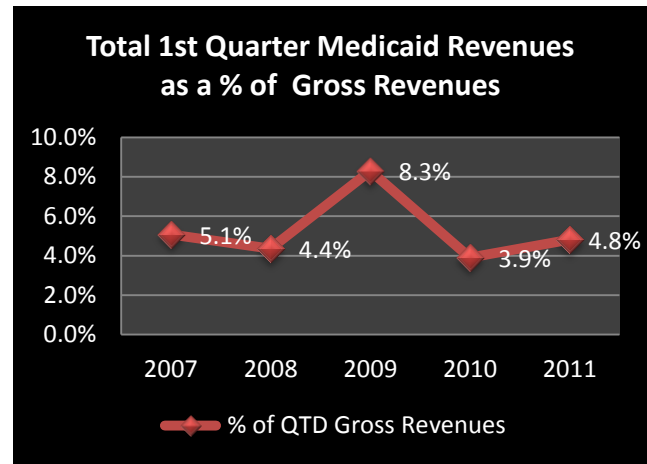
SALES TAX



FUND VVVV: DEBT SERVICE

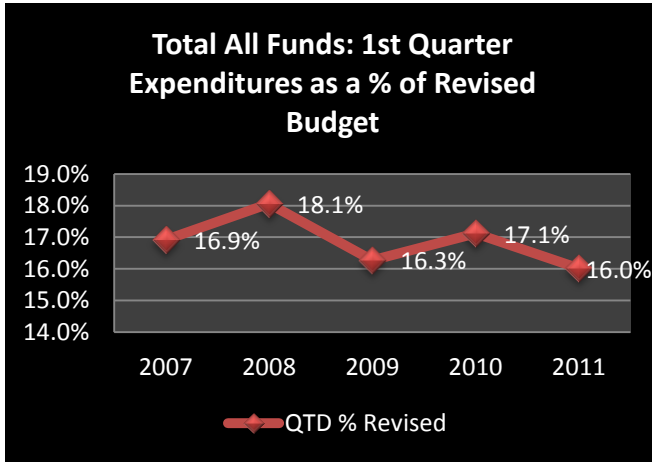


Medicaid

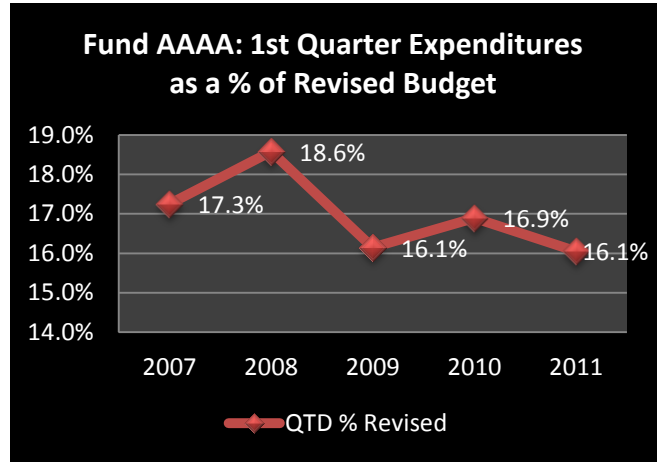


Expenditure Status

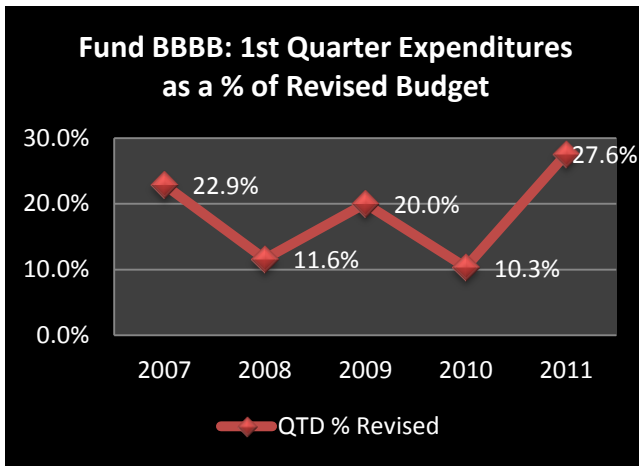
TOTAL OF ALL FUNDS



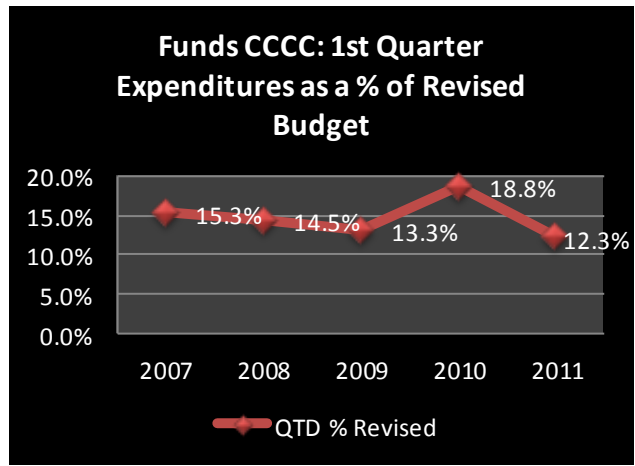
FUND AAAA: THE GENERAL FUND



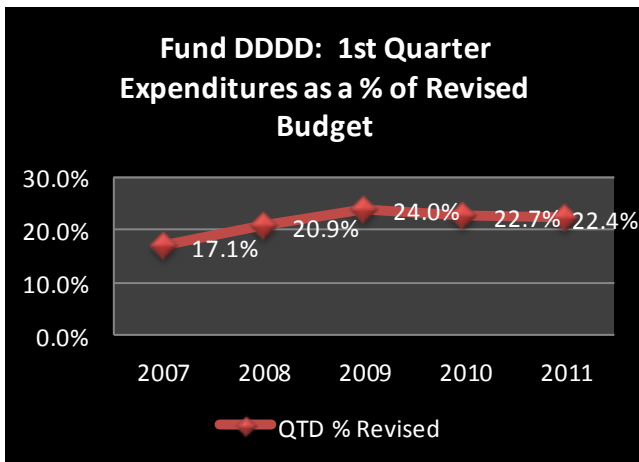
FUND BBBB: COMMUNITY DEVELOPMENT FUND



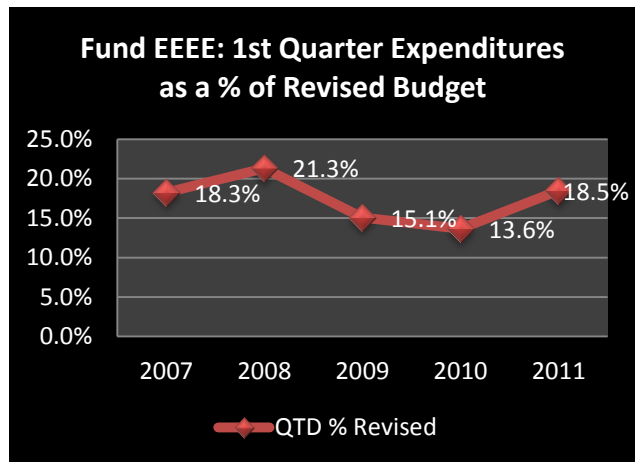
FUND CCCC: GOLDEN HILL HEALTHCARE CENTER



FUND DDDD: COUNTY ROAD

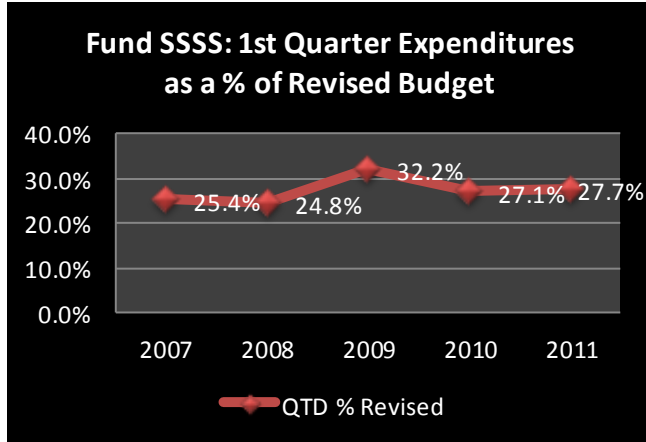


FUND EEEE: ROAD MACHINERY

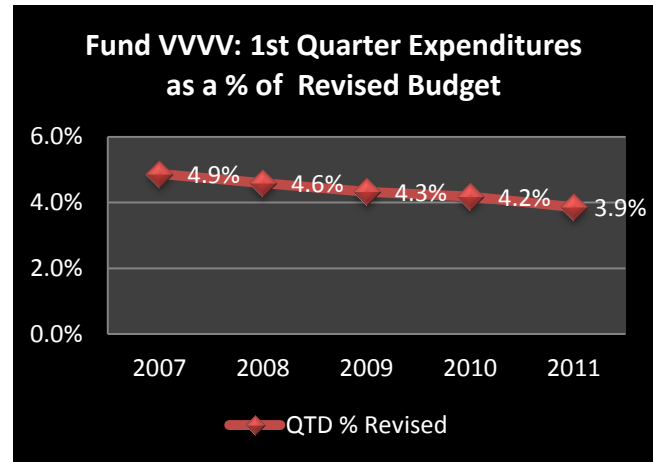


Expenditure Status Cont.

FUND SSSS: WORKERS' COMPENSATION POOL



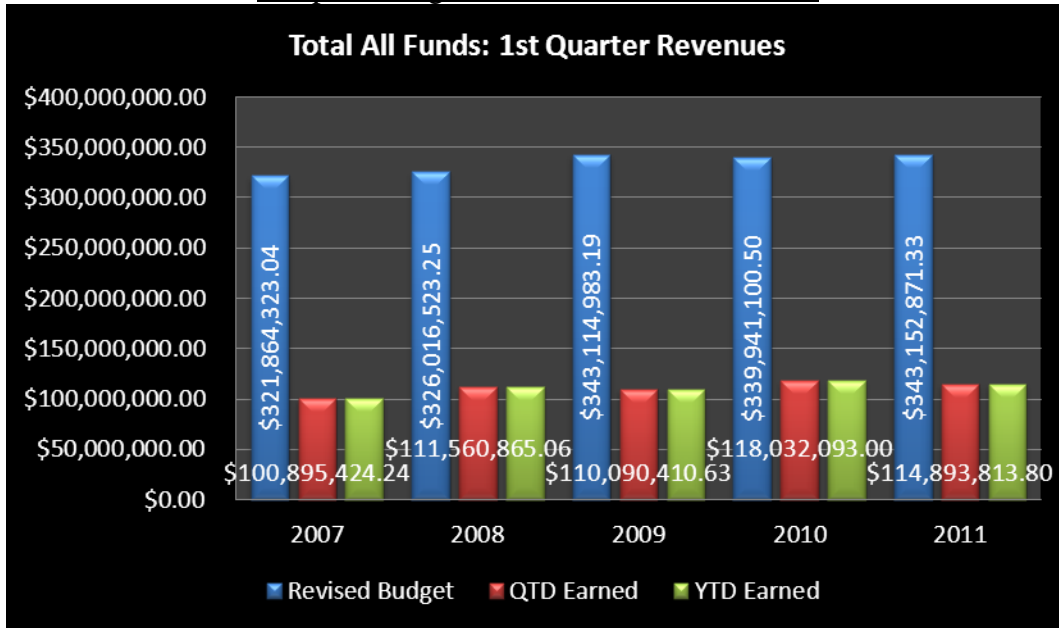
FUND VVVV: DEBT SERVICE



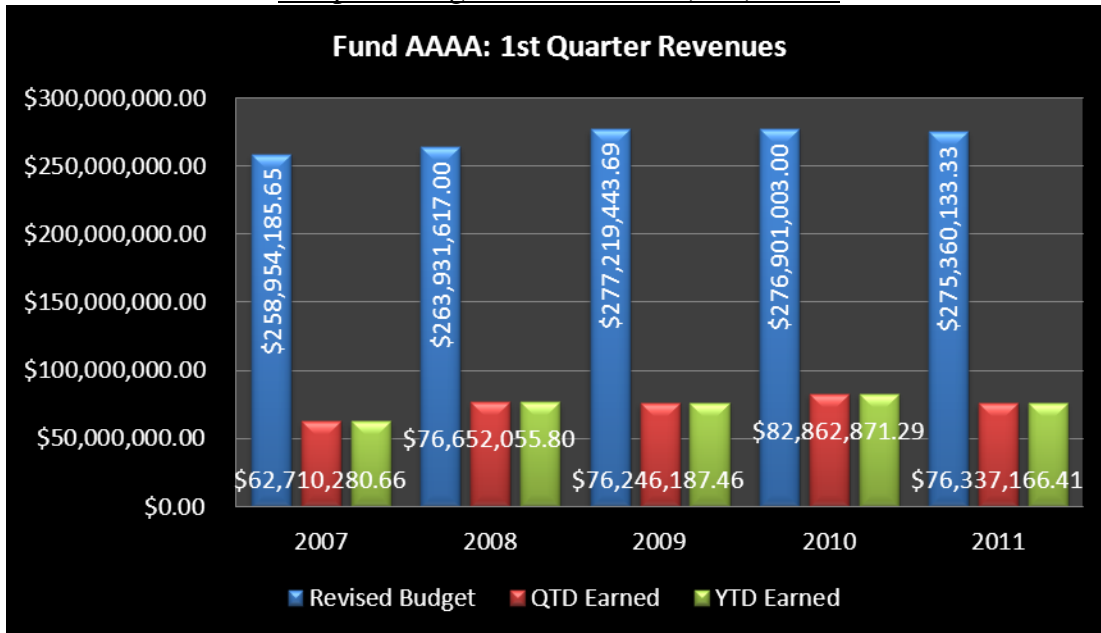
PART TWO

Revenue Status

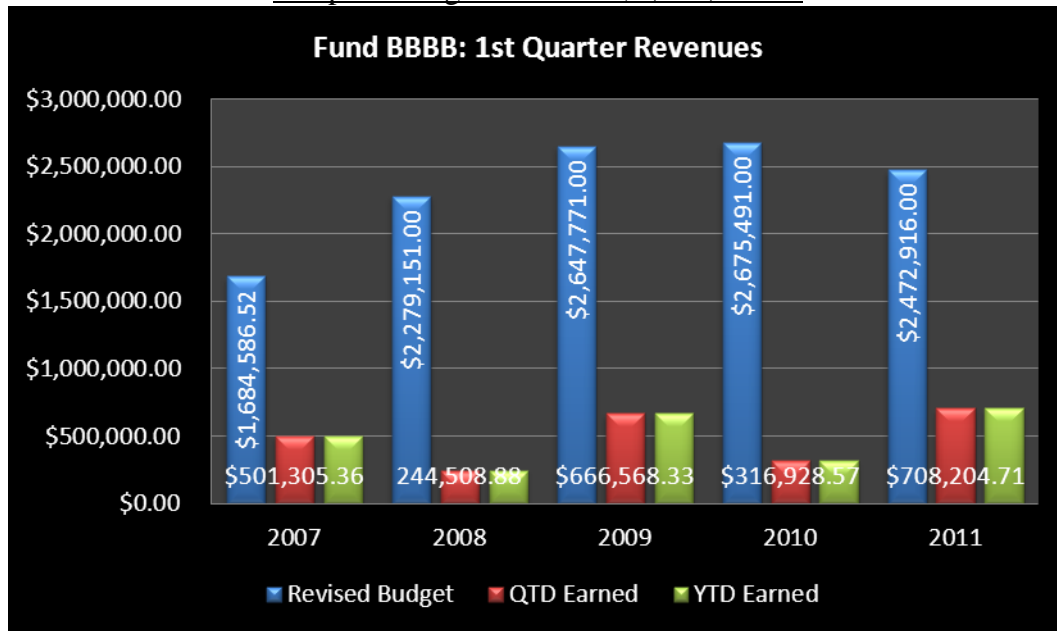
Adopted Budget for 2011: \$263,452,480.00



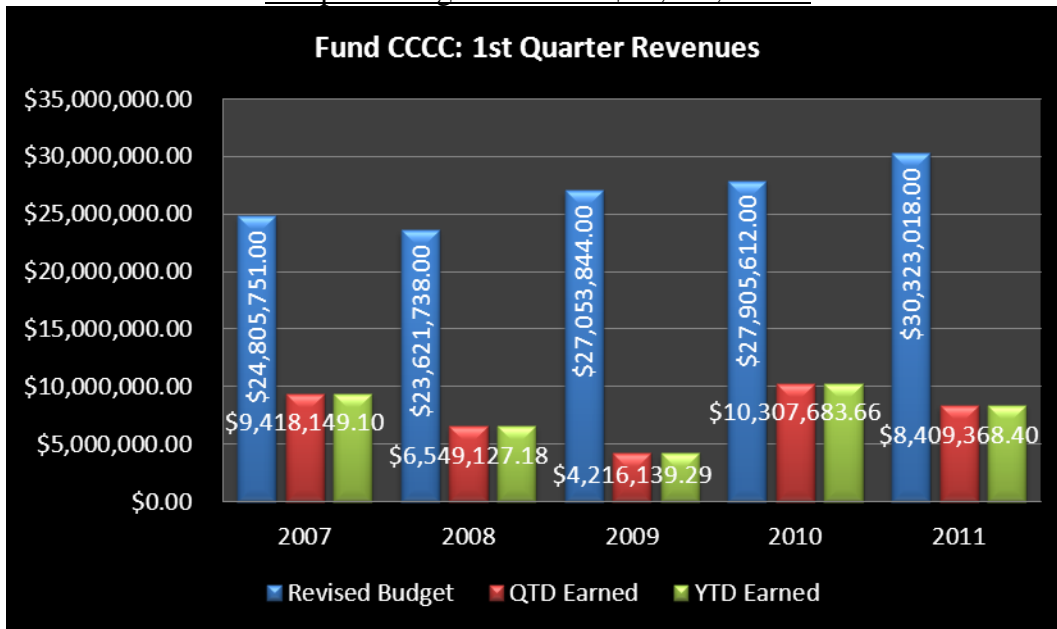
Adopted Budget for 2011: \$220,202,244.00



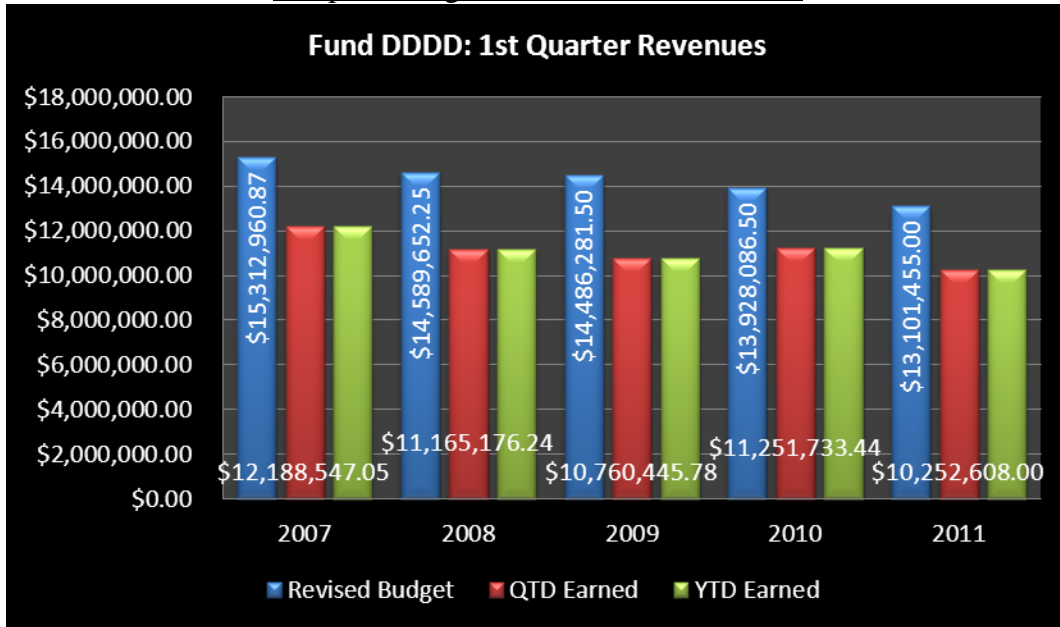
Adopted Budget for 2011: \$2,385,053.00



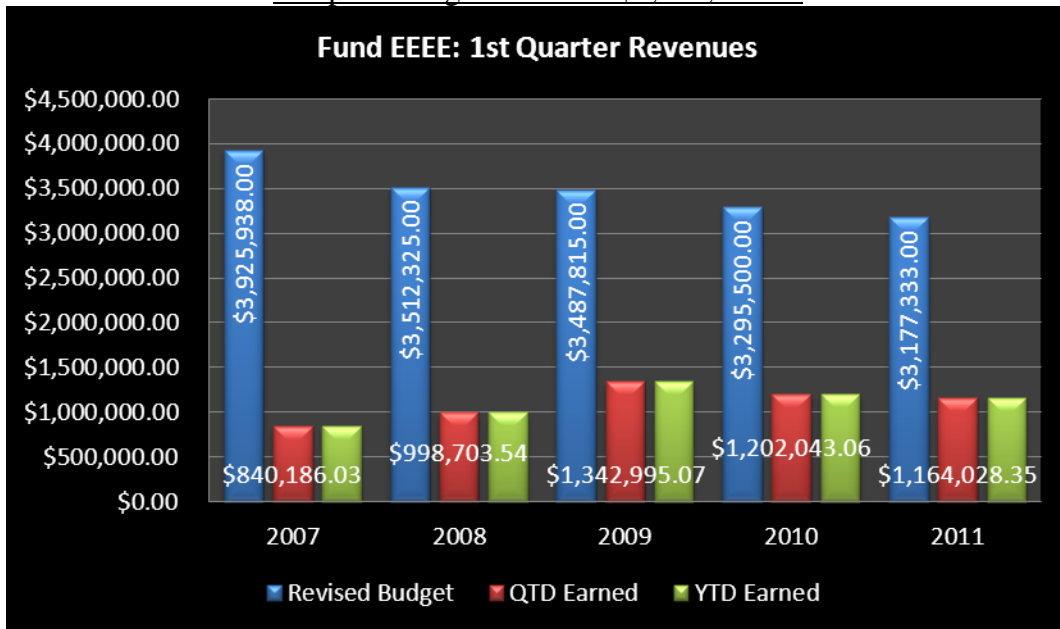
Adopted Budget for 2011: \$26,065,676.00



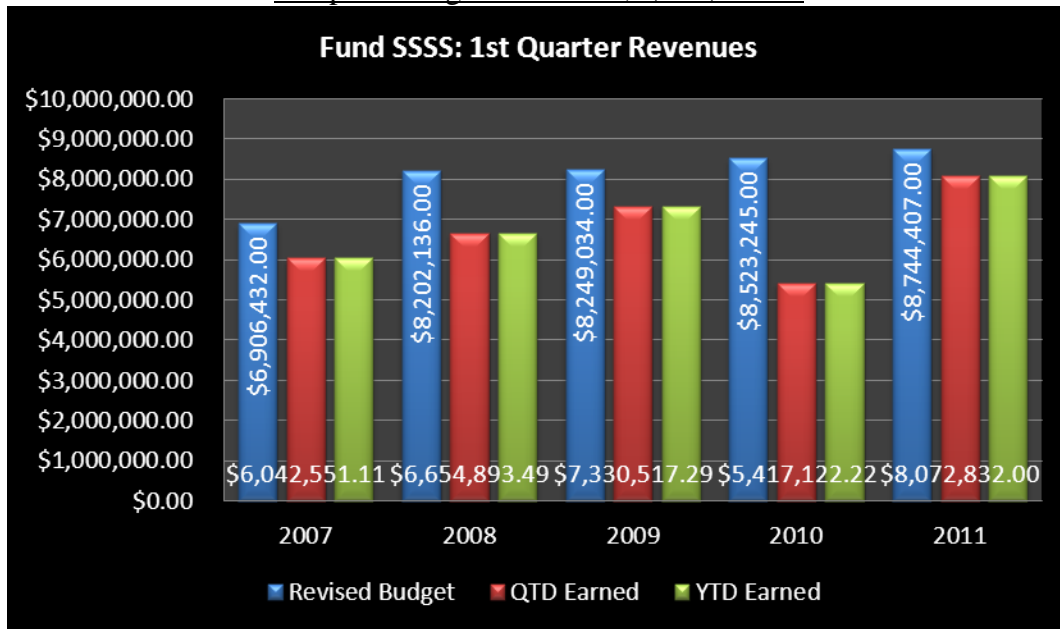
Adopted Budget for 2011: \$2,853,600.00



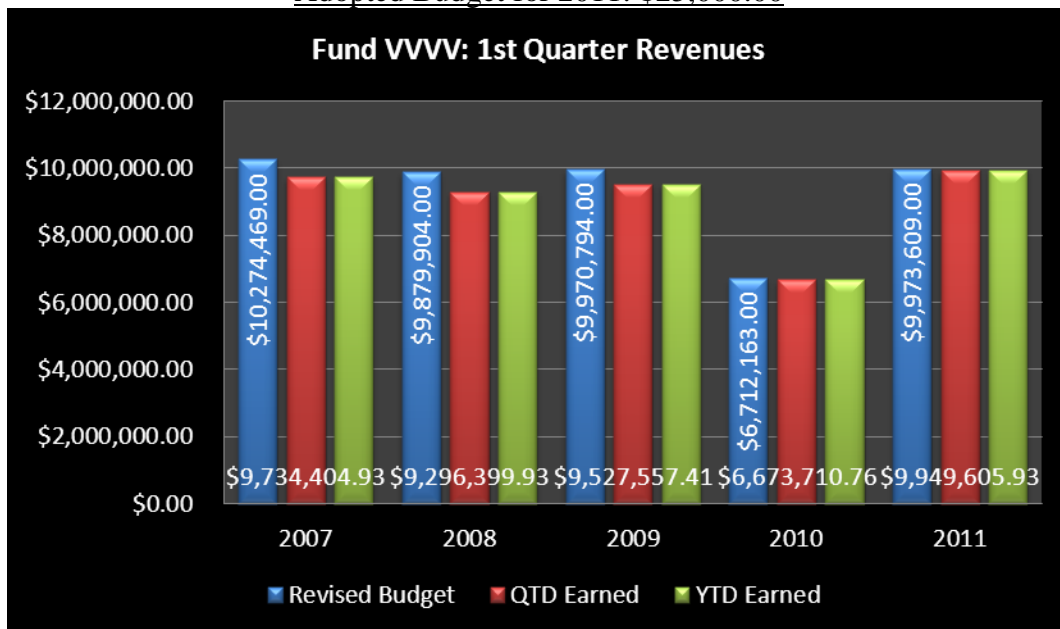
Adopted Budget for 2011: \$3,176,500.00



Adopted Budget for 2011: \$8,744,404.00

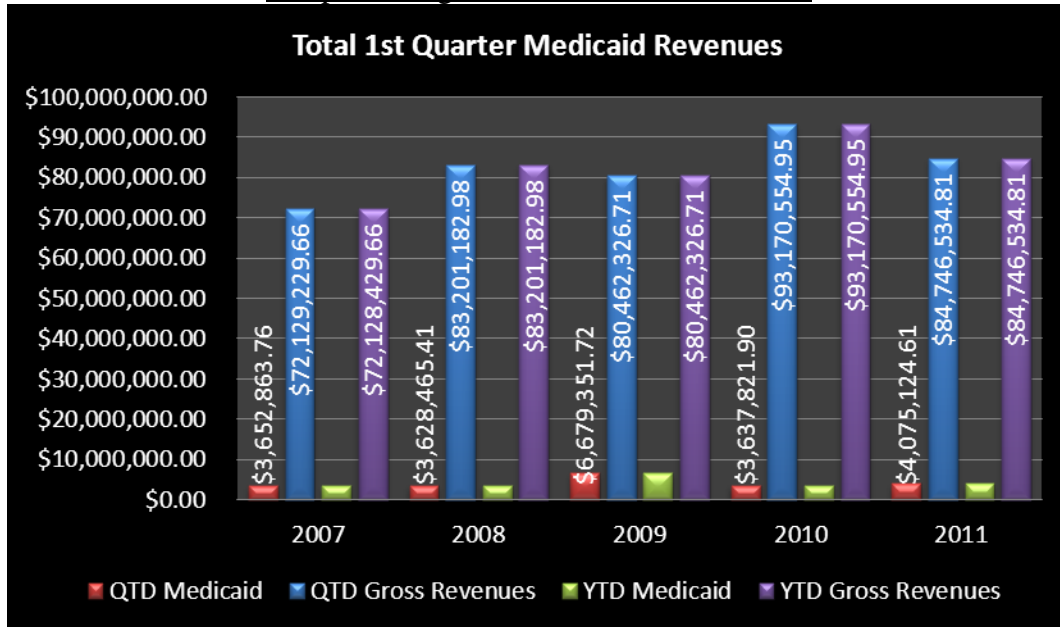


Adopted Budget for 2011: \$25,000.00

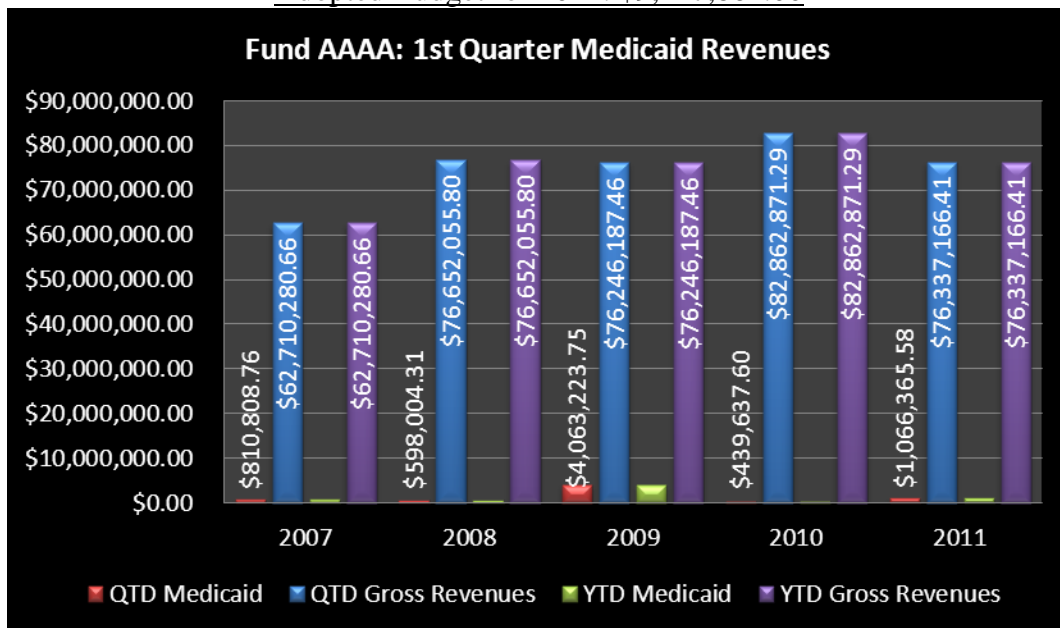


MAJOR INTERGOVERNMENTAL TRANSFERS: MEDICAID REVENUES

Adopted Budget for 2011: \$23,814,500.00

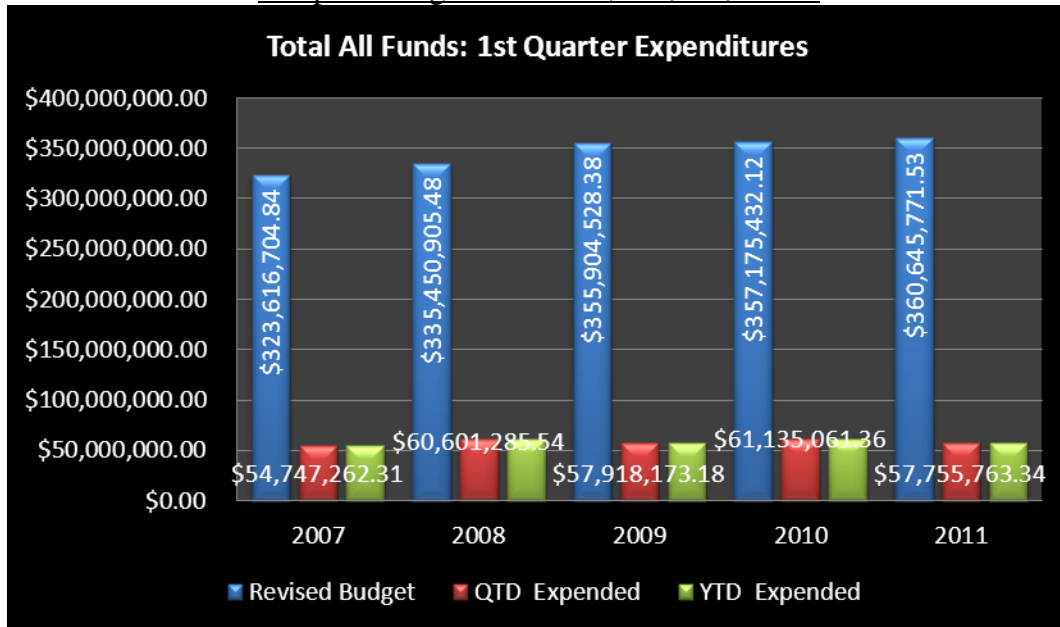


Adopted Budget for 2011: \$9,447,864.00

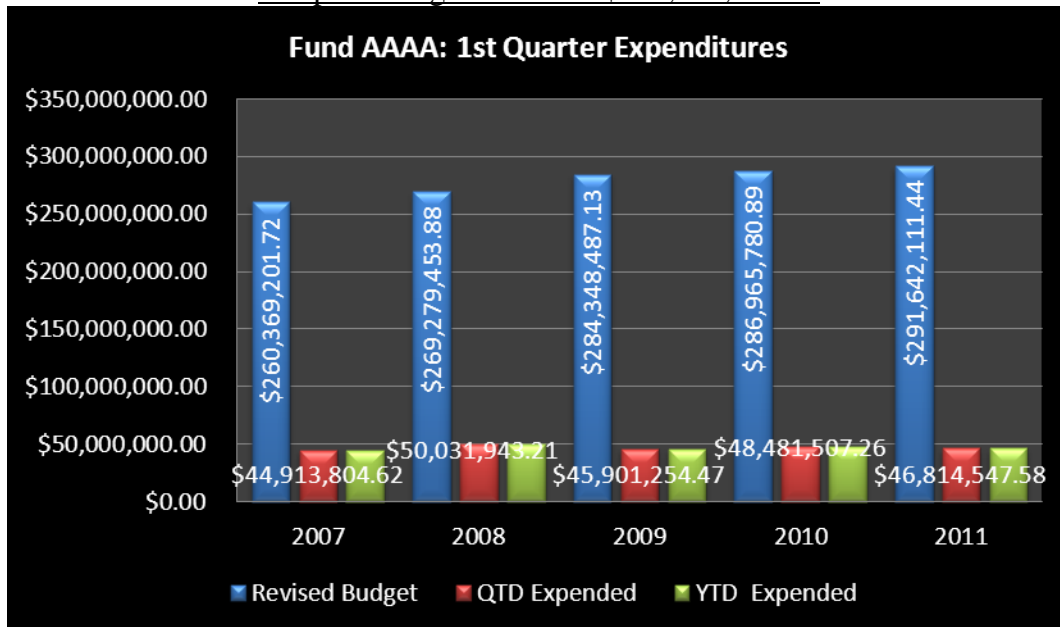


Expenditures

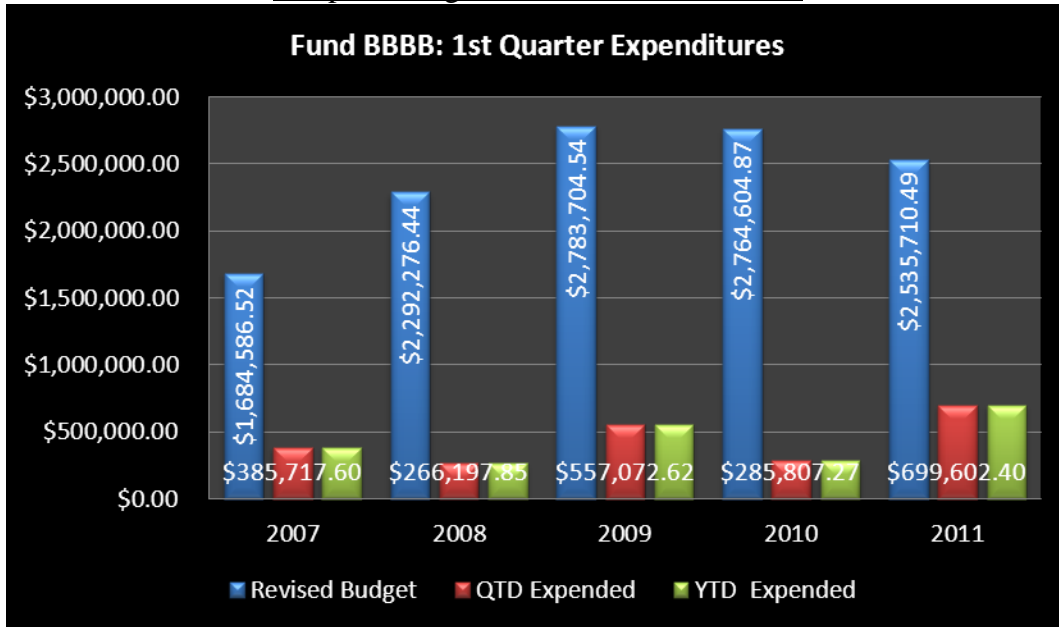
Adopted Budget for 2011: \$352,036,690.00



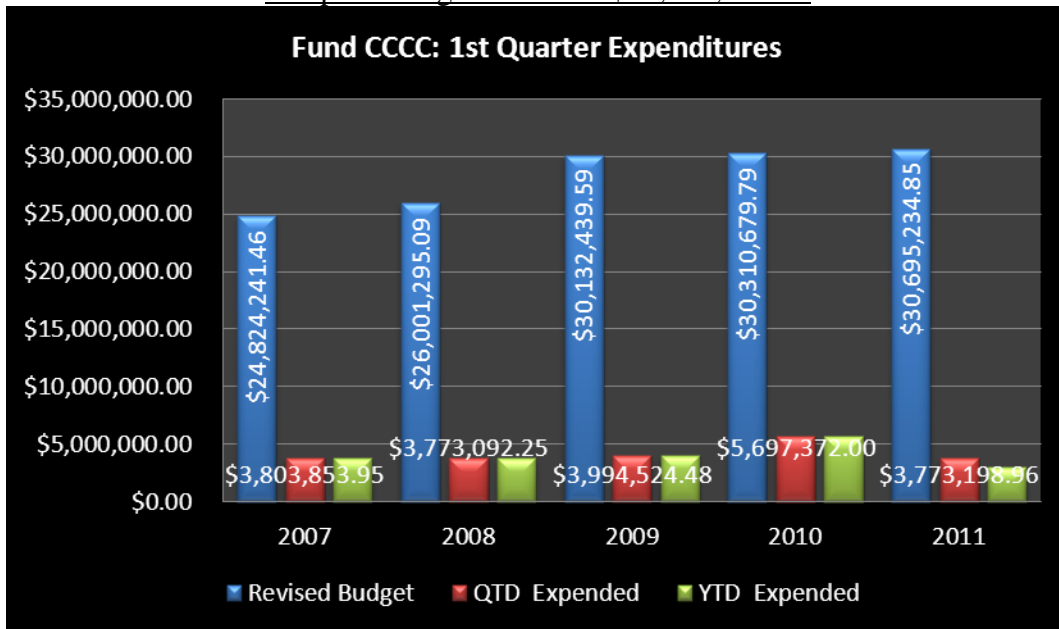
Adopted Budget for 2011: \$283,942,565.00



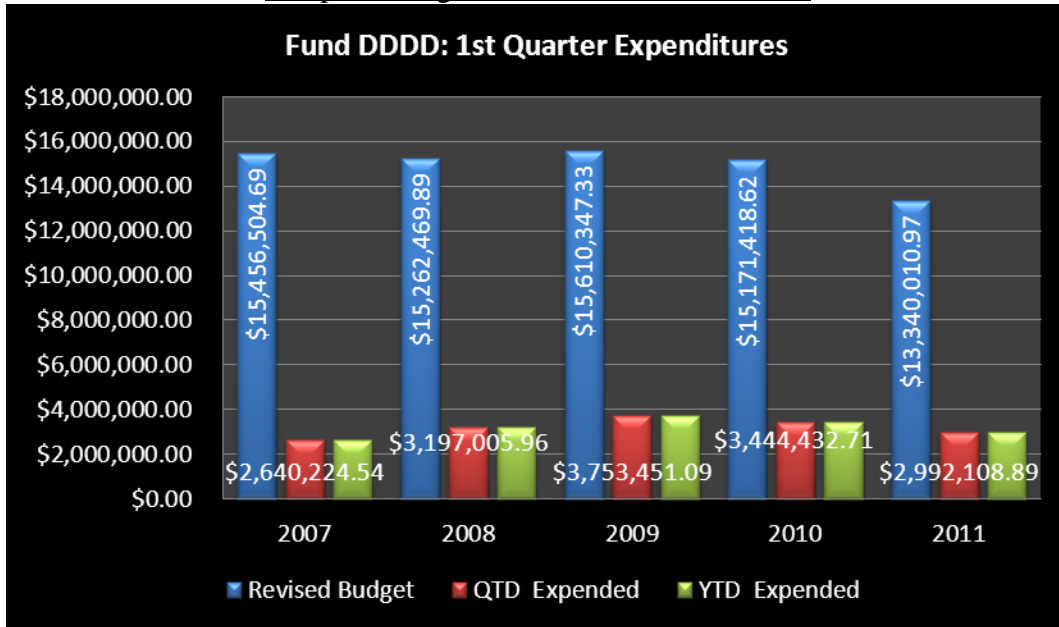
Adopted Budget for 2011: \$2,385,053.00



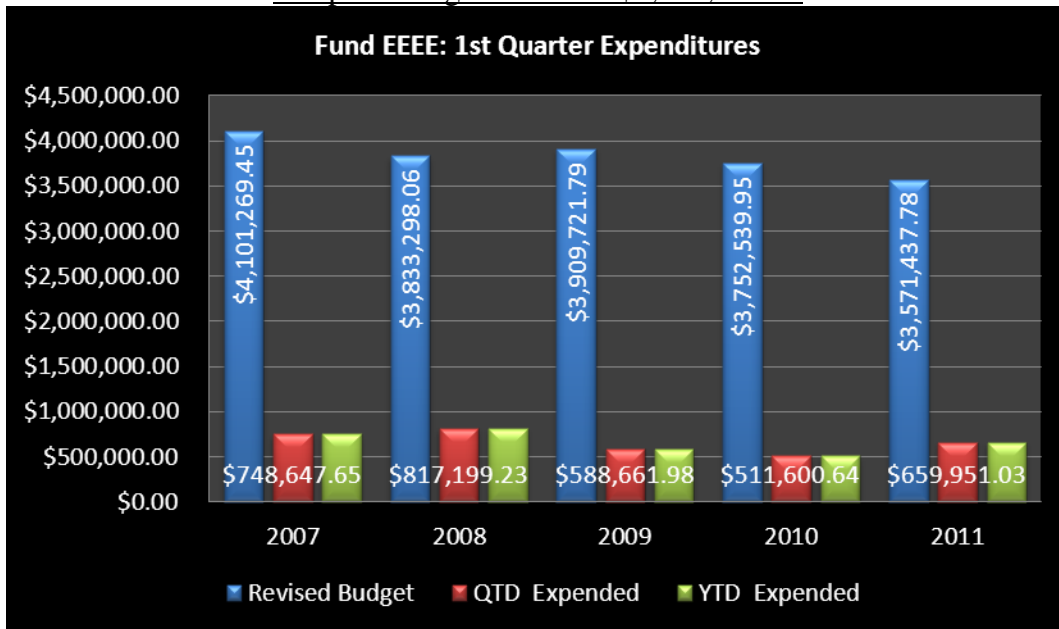
Adopted Budget for 2011: \$30,323,018.00



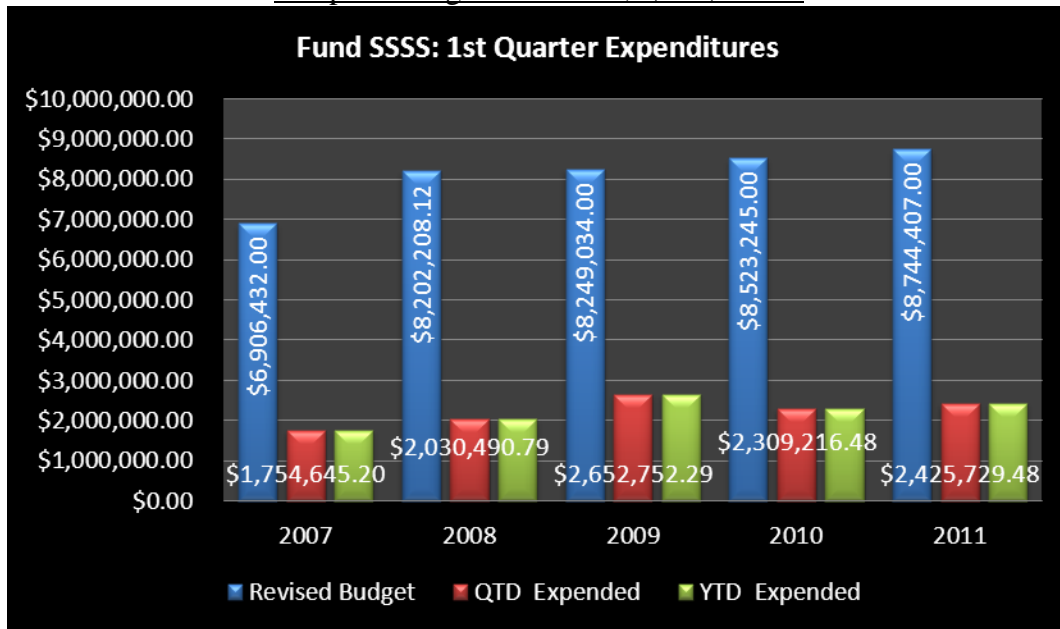
Adopted Budget for 2011: \$13,101,455.00



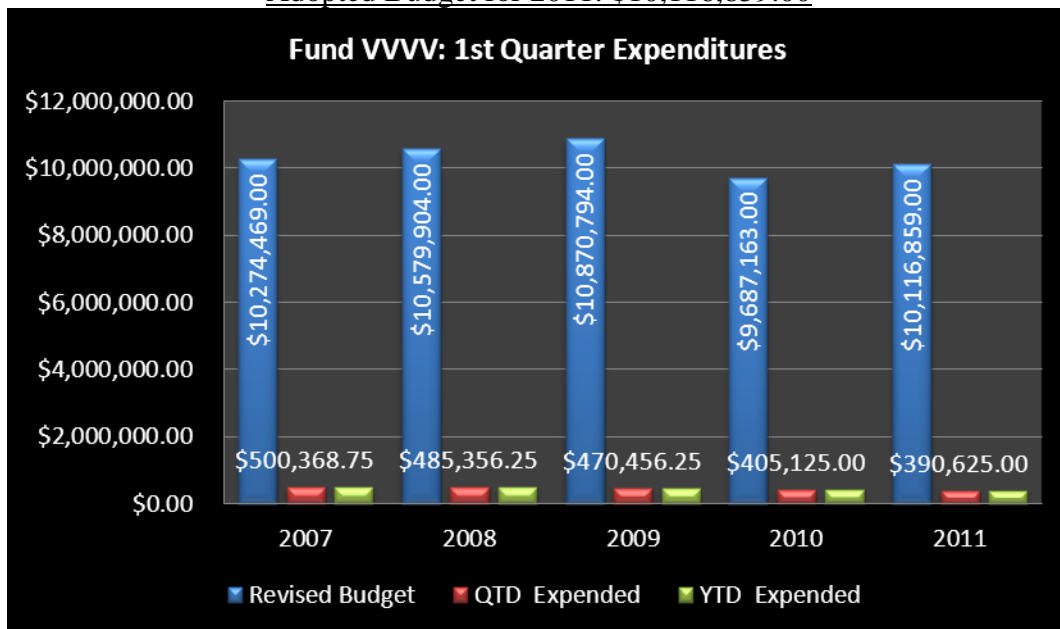
Adopted Budget for 2011: \$3,403,333.00



Adopted Budget for 2011: \$8,744,407.00

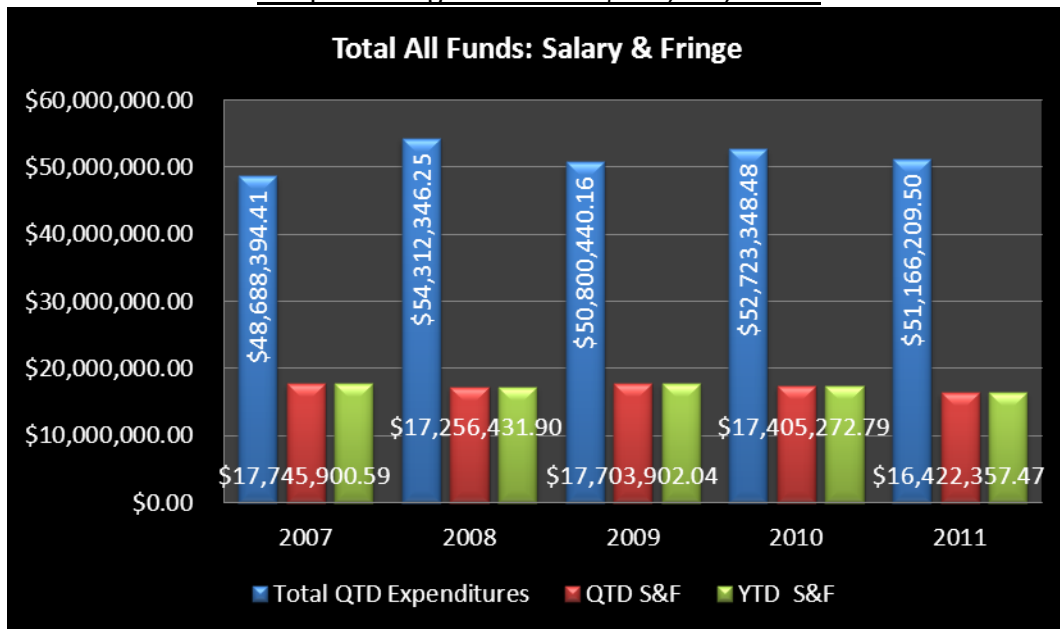


Adopted Budget for 2011: \$10,116,859.00

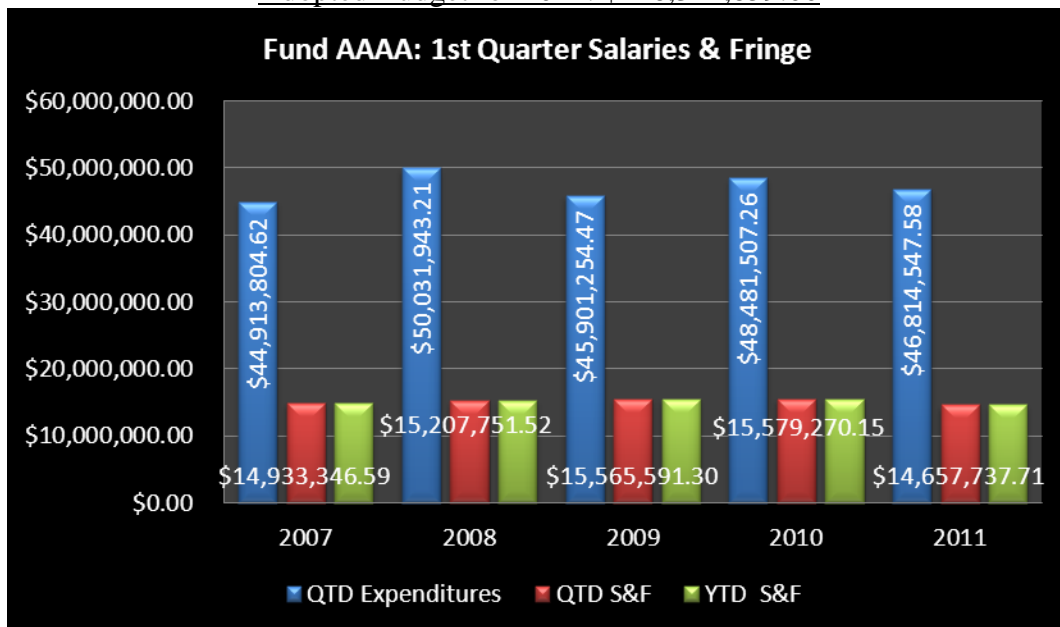


MAJOR RECURRING EXPENSES

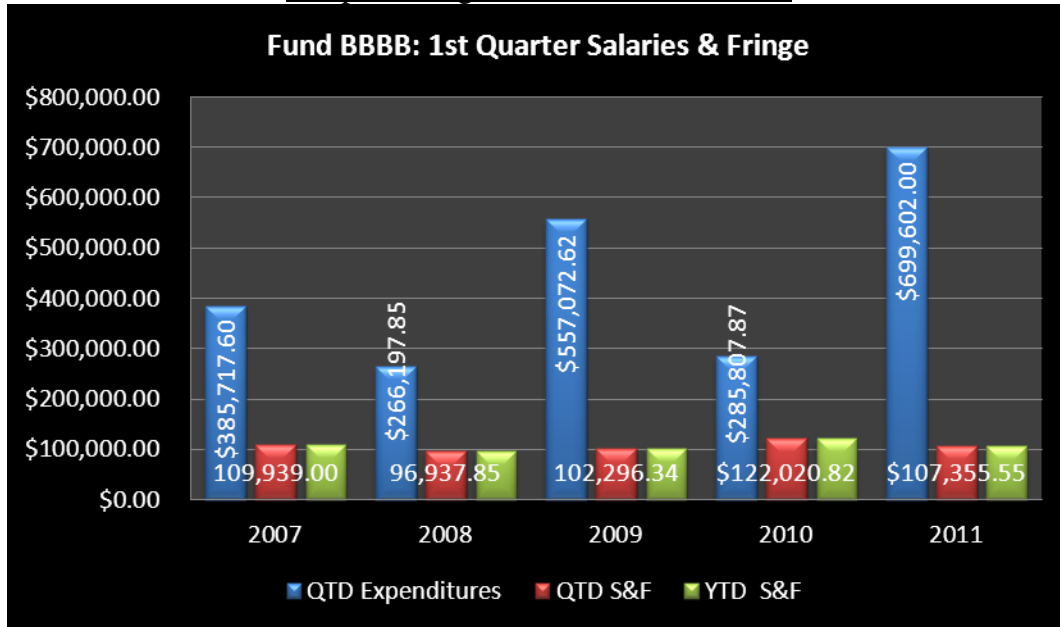
Adopted Budget for 2011: \$124,249,820.00



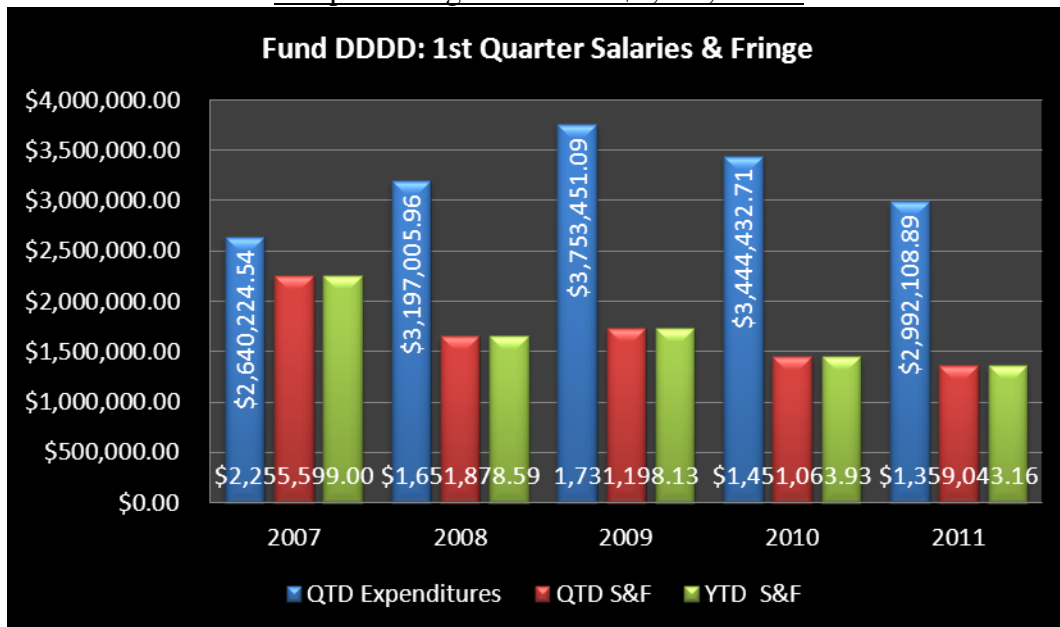
Adopted Budget for 2011: \$116,311,859.00



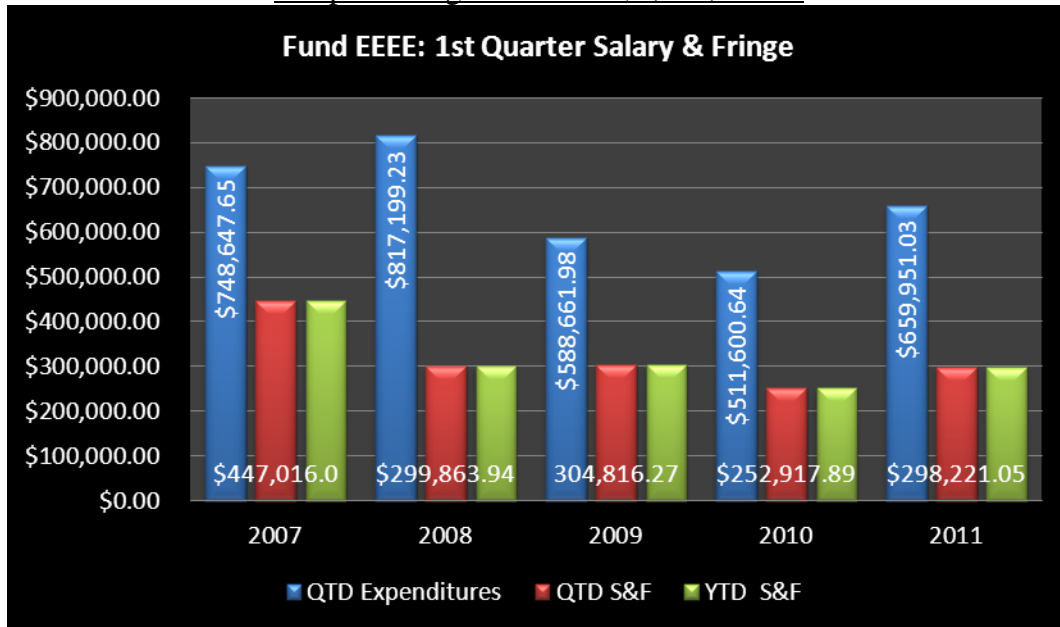
Adopted Budget for 2011: \$777,929.00



Adopted Budget for 2011: \$5,872,179.00



Adopted Budget for 2011: \$1,287,853.00



PART THREE - NARRATIVE

Quarterly Report: First Quarter 2011

BACKGROUND

The Ulster County Charter and Administrative Code require the Comptroller to submit at *least quarter-annually* a report on *the financial condition of the County and economy, efficiency effectiveness with which the County government or any of its departments, agencies or programs is managed.*

Financial Condition is defined as the county's ability to balance revenues and expenditures while providing continuous service. These quarterly reports compare data over a five year period in an effort to track significant trends.

Reporting on the financial condition of the County requires that we monitor and evaluate the fiscal solvency and integrity of County government finances. We look closely for signs of stress in the fiscal condition of the County using indicators such as:

- **Summary**
- **Revenue Status**
 - a. Total & by Fund
 - b. Property Tax Collections
 - c. Sales Tax Collections
 - d. Major Intergovernmental Transfers (Medicaid)
- **Expenditure Status**
 - a. Total & by Fund
 - b. Major Recurring Expenses (Salaries & Fringe)
- **Cash Flow**

NOTE TO THE CITIZEN READER: Public finance management is complex and diverse. No single monitoring report will provide complete insight into the fiscal condition of an entity. This report attempts to make understandable some basics of monitoring fiscal health. We do not intend to over simplify these matters, but we do intend to empower the reader with a fundamental understanding of fiscal condition indicators. We welcome your feedback on what more we can share or how we might make it more useful.

This report is designed to walk the reader through the Comptroller's evaluation of each of these signs of fiscal condition. In each instance we will share information currently compiled. We will also explain what aspects of the reporting one considers when interpreting the data.

RESEARCH CONSTRAINTS

- As reported in 2010 and 2009, the County's budget and financial data is managed using a long out-dated system known as H.T.E. It is inadequate and inappropriate to the task of managing over \$300 million in public funds. The system does not produce essential data in a reliable format and, as a result, data mining and analysis is compromised. In addition, balancing the various supplemental programs into the HTE system produces inconsistent results.
- Cash Flow Reports – projections and monthly reports - have not been available for 2011.

Fiscal Condition Report: Revenues

FISCAL CONDITION INDICATOR #1: REVENUE STATUS

WHERE WE LOOK: Budget Status Report

WHAT THE REPORT TELLS: The budget status report compares the revenue anticipated in the county budget against revenues actually received at a fixed point in time. It provides an accounting of how budget estimates compare to actual activity to ensure that the county does not spend more than it receives in revenue. It also provides a sense of the County's capacity to budget accurately, to achieve spending discipline through administration of the budget, and to generally control finances during the course of the year. These reports are voluminous so only summary data is provided here.

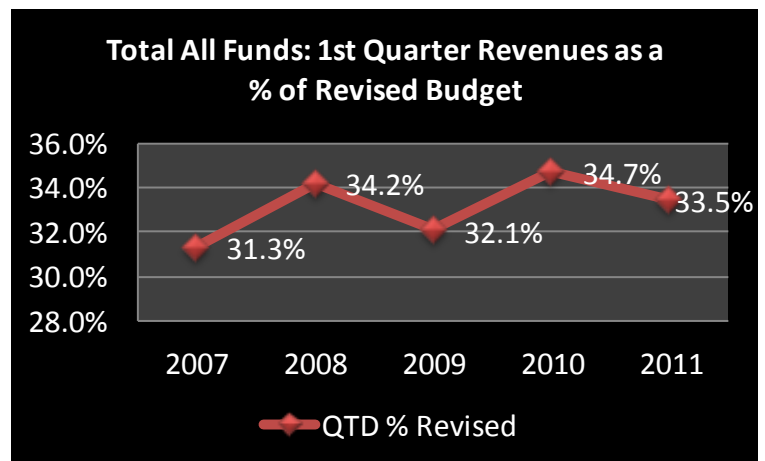
HOW WE EVALUATE: We compare actual quarterly (QTD) and year-to-date (YTD) revenues with revised budget estimates and calculate the percentage of revised budget QTD and YTD revenues received for the quarter. Year to year patterns should be similar. If they are not, an explanation should be sought. Budgeted and actual figures can be found in **Appendix A: Revenues**.

NOTE TO THE READER: For greater detail regarding Revenues of Ulster County see the Comptroller's Report "Ulster County Revenue Trends 2002-2009".

TOTAL OF ALL FUNDS

Total of all funds represents the sum of revenues received by:

Fund AAAA (The General Fund)
Fund BBBB (Community Development Fund)
Fund CCCC (Golden Hill Healthcare Center)
Fund DDDD (County Highway)
Fund EEEE (County Road Machinery)
Fund SSSS (Workman's Comp)
Fund VVVV (Debt Service).

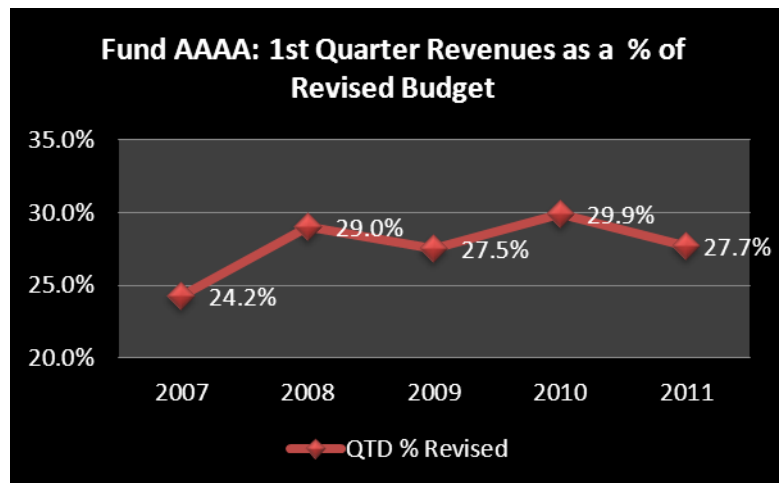


Total of All Funds 2011 First Quarter Revenues:

1. decreased by over \$3 million from 2010 which is accounted for, in part, by a \$5.5 million decrease in first quarter revenues to the General (Fund AAAA).
2. The Golden Hill Fund (CCCC) decreased close to \$2 million as well. This was expected due to the previous year's occurrence of intergovernmental transfers as a source of revenue. Intergovernmental transfers are clearly a onetime source of revenue and should not be relied upon.
3. The County has averaged \$111 million in revenues for each first quarter since 2007 (roughly 33% of anticipated revenues).

FUND AAAA: THE GENERAL FUND

Fund AAAA is the General Operating Fund of the County and accounts for all transactions not accounted for in another fund. It is the most liquid of all county funds.



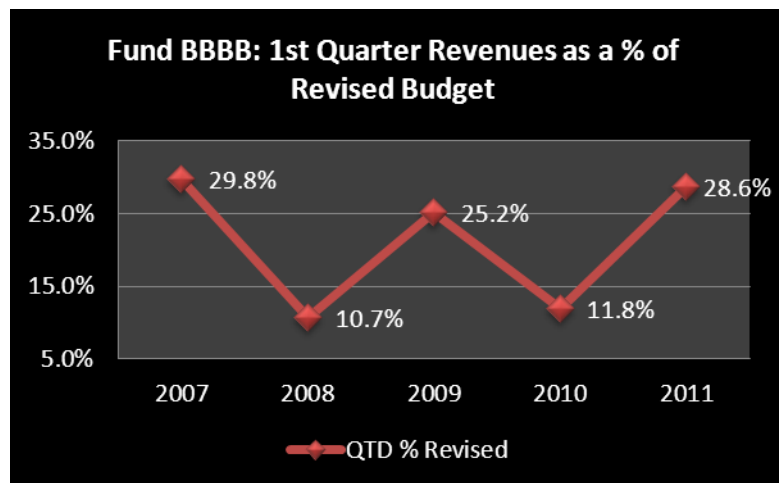
Fund AAAA 2011 First Quarter Revenues:

1. are 27.7% of the revised budget, down 2.2% from the first quarter 2010. The 2.2% decrease is due in part to a decrease in the overall property tax levied for 2011.
2. averaged 25% of revised budget revenues between 2007 and 2011.

See **NOTE TO READER** on page 24 regarding real property tax revenues which are recorded in the General Fund.

FUND BBBB: COMMUNITY DEVELOPMENT FUND

Fund BBBB is a Special Revenue Fund that tracks grants received through the Workforce Investment Act of 1998 to support economic growth through job training.

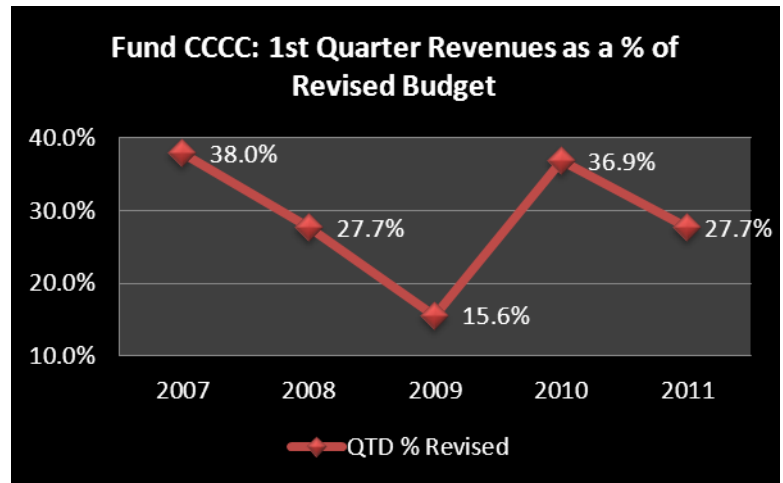


Fund BBBB 2011 First Quarter Revenues:

1. are 28.6% of revised budget revenues, this is consistent with the years 2007 and 2009.
2. increased \$400k, an increase of 16.8% from 2010.
3. are erratic as they are dependent on the timing of receipt of funds from other governments.

FUND CCCC: GOLDEN HILL HEALTHCARE CENTER

Golden Hill Healthcare Center is a county-owned long-term care facility. It is an enterprise fund and operates in a manner that is closest to that of private sector businesses. Golden Hill Revenues are primarily derived from Medicare and Medicaid, private insurance and patient fees.

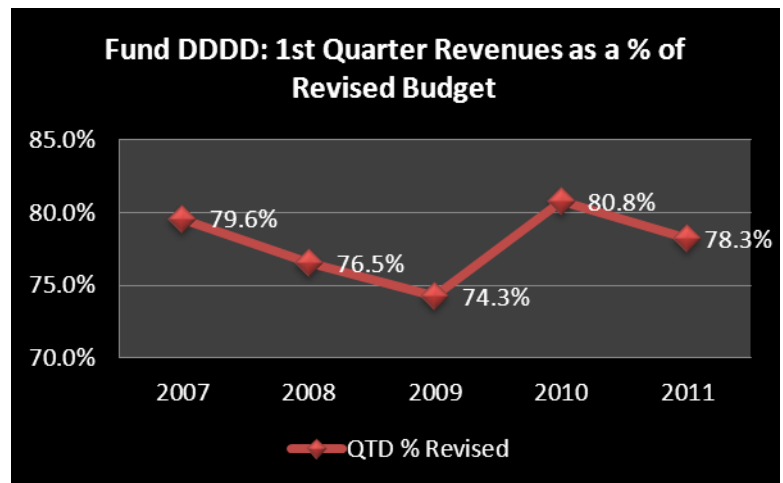


Fund CCCC 2011 First Quarter Revenues:

1. are 27.7% of revised budget projections, a decrease of 9.2% from the year 2010. This is in part due to the \$3 million dollar budgeted increase from 2010 to 2011, with an actual decrease in revenues of \$2 million dollars.

FUND DDDD: COUNTY ROAD

Fund DDDD tracks the budget of county road and bridge maintenance, permanent improvements, and snow removal. This department is largely funded from local sources.



Fund DDDD 2011 First Quarter Revenues:

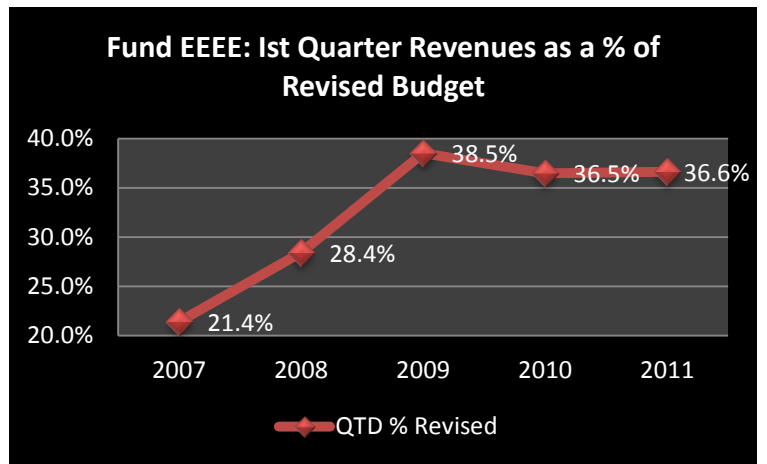
1. are 78.3% of revised budget revenues, a decrease of 2.5% from 2010.
2. have averaged \$11.1 million or about 75% of revised budget revenues.

Notes:

- Between 2007 and 2011 this Fund's first quarter revised budget revenues decreased \$2.2 million.
- The high first quarter earnings are derived from county property tax due from tax payers on January 31 of each year.

FUND EEEE: ROAD MACHINERY

Fund EEE is a Special Revenue Fund used to account for the proceeds of specific revenue sources that are legally restricted for acquisitions and maintenance of road machinery and equipment.

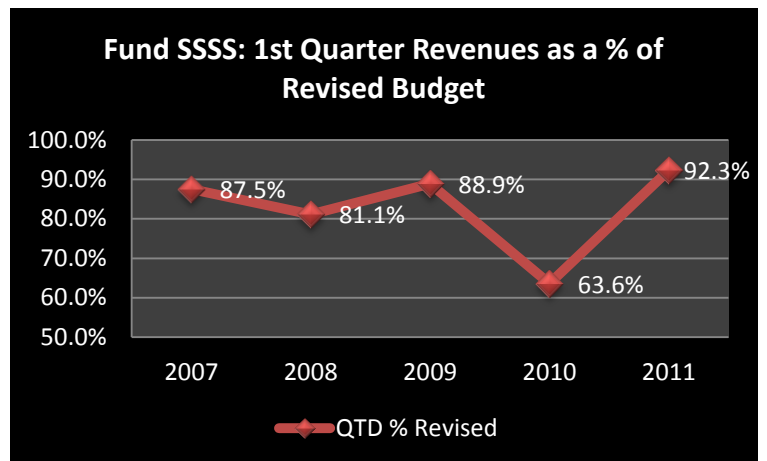


Fund EEEE 2011 First Quarter Revenues:

1. are 36.6% of revised budget estimates.
2. the increase in first quarter revenues - as a percentage of the revised budget - reflects the decrease in the revised budget over time.

FUND SSSS: WORKERS' COMPENSATION POOL

Fund SSSS is a self-insurance plan for workers' compensation claims. Like Fund CCCC (Golden Hill), Fund SSSS is an enterprise fund.

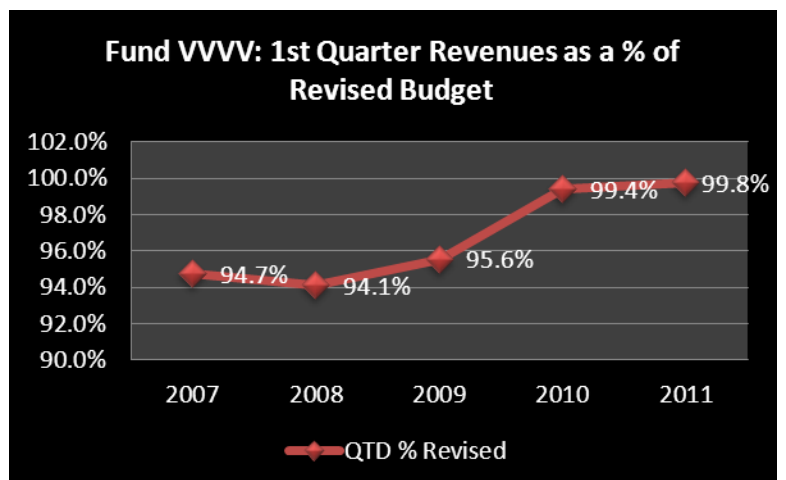


Fund SSSS 2011 First Quarter Revenues:

1. are 92.3% of revised budget estimates reflecting increased revenues not timely received in first quarter 2010.

FUND VVVV: DEBT SERVICE FUND

Fund VVVV tracks debt principal and interest on county government borrowing, or serial bonds, to finance major projects.



Fund VVVV 2011 First Quarter Revenues:

1. are 99.8% of revised budget projections; repayment of debt is a priority claim on the county and this money is set aside at the outset of the fiscal year.
2. First quarter revenues from property tax, interest & earnings and interfund revenues and transfers average 96.7% for the five year period.
3. Refer to note under General Fund Revenues FUND AAAA.
4. The Debt Service Fund's revised budget estimates increased \$3.2 million between 2010 and 2011.

FISCAL CONDITION INDICATOR #2: OWN SOURCE REVENUES

WHERE WE LOOK: Budget Status Report

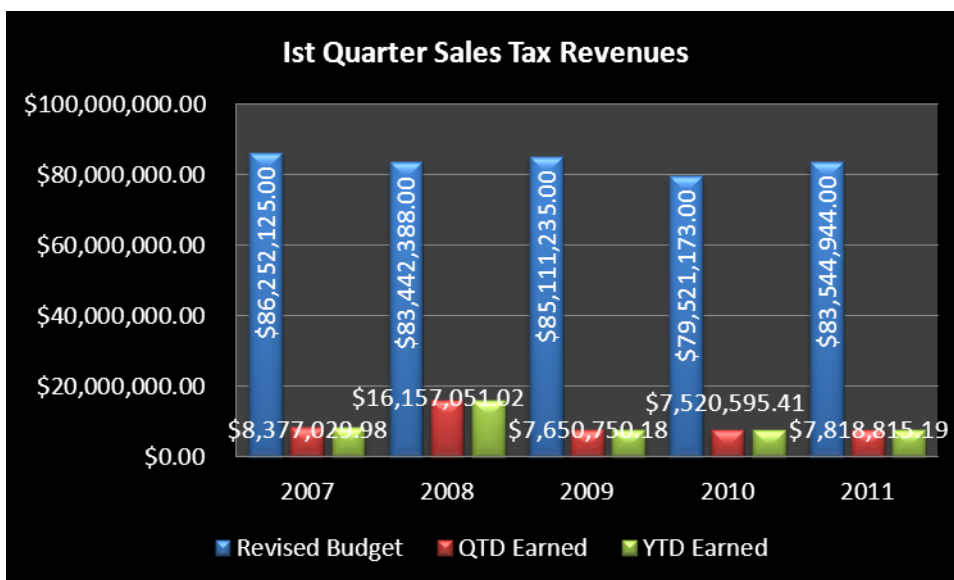
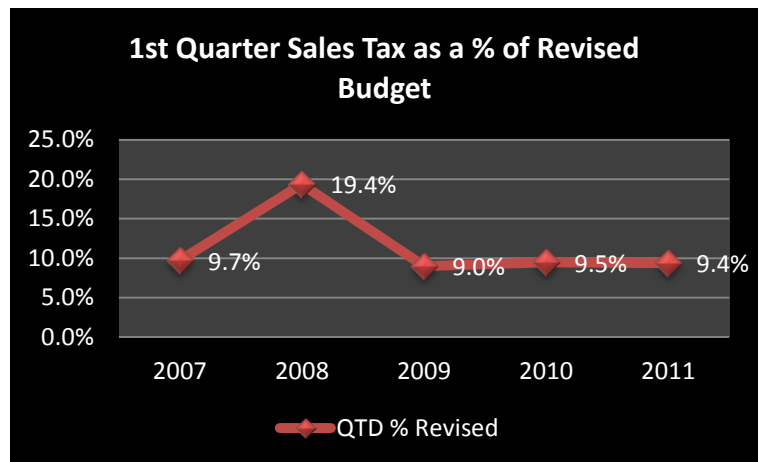
Sales and property tax are the county's primary discretionary revenue sources. Sales tax is appropriated to Fund AAAA (the General Fund). This report is not the most reliable for sales tax analysis due to the lag time between New York State's notification and receipt of actual payments.

SALES TAX

Sales tax revenue in the first quarter of 2011 exceeded first quarter collections in 2009 and 2010.

Budgeted sales tax revenues increased 5% between 2010 and 2011 showing signs of recovery after the Great Recession of 2008 and 2009.

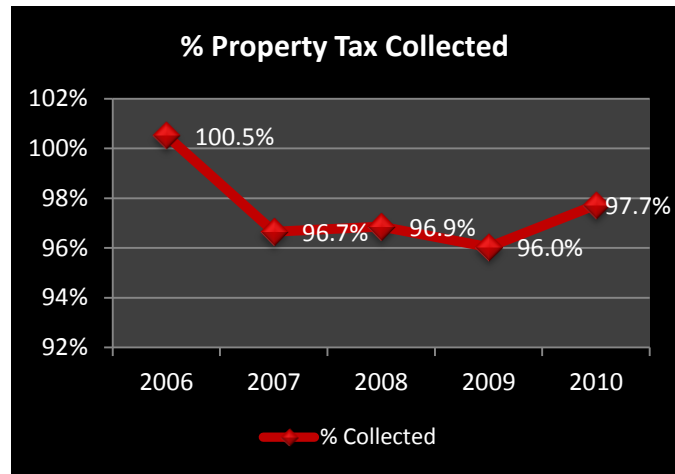
Average first quarter sales tax collection for 2007 to 2011 excluding 2008 (which was anomalous per note above) was 9.4%.



PROPERTY TAX

WHERE WE LOOK: Budget Status Report and Ulster County Department of Finance

Property tax is allocated across Funds AAAA (General Fund), Fund DDDD (County Road), Fund EEEE (Road Machinery) and Fund VVVV (Debt Service). It will be reported on in each first quarter report.

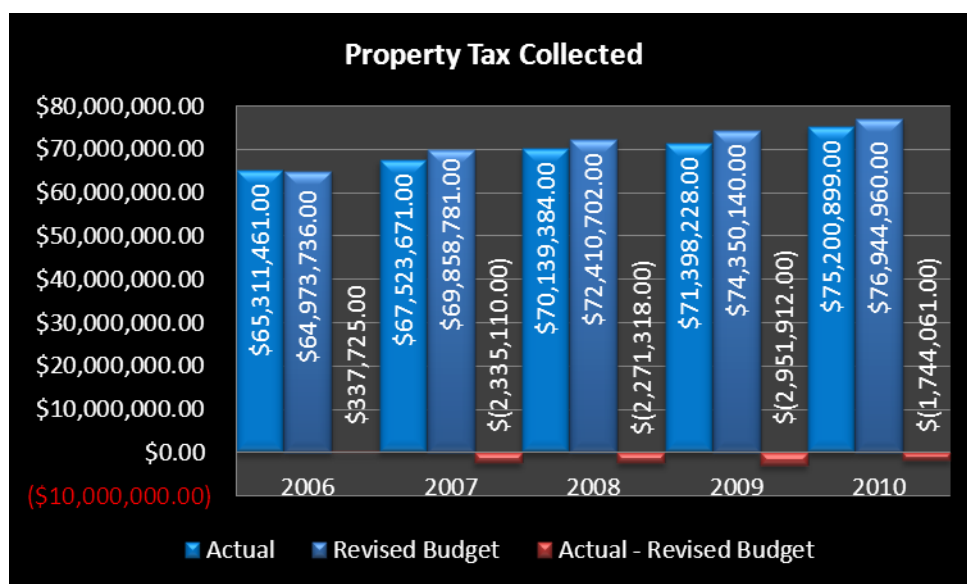


NOTE TO THE READER:

1. As an accounting function, real property tax revenues are recorded on an accrual basis as received in the beginning of the year although are not yet collected.
2. Recording revenue before it is received gives an unrealistic snapshot of resources available if the report is to be used as a guide to planning and administration.
3. The 2010 Collected Property Tax figures were taken from the Annual Financial Report as compared to the Comprehensive Annual Financial Report.

FINDINGS:

1. 2006 property tax collections exceeded budgeted amounts due to delinquent taxes being paid from a large property owner during the period.
2. The percentage of taxes collected rose 1.7% from the year 2009
3. The county's average collection rate of 97.56% is a good collection rate.

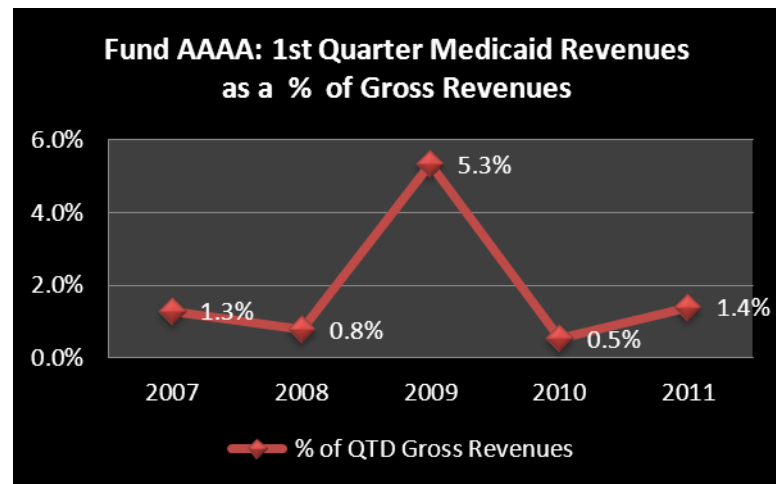
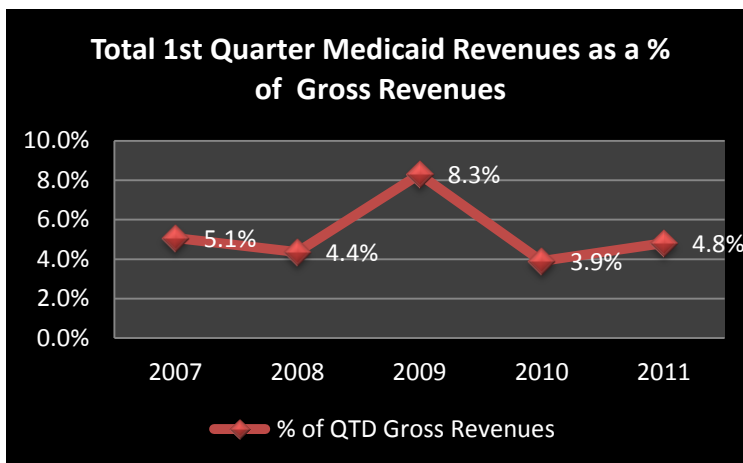


FISCAL CONDITION INDICATOR #3: MAJOR INTERGOVERNMENTAL TRANSFERS (MEDICAID)

WHERE WE LOOK: Budget Status Report

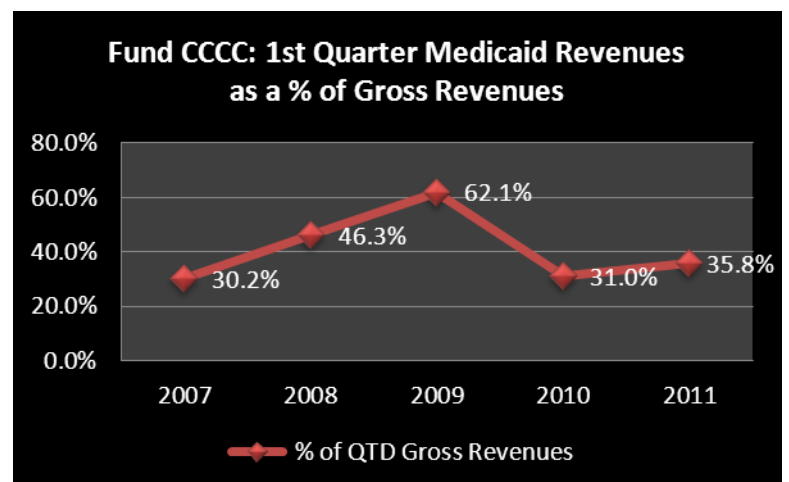
Much state and federal aid comes to Ulster County to deliver mandated programs. Often a requirement for a county share in financing these programs actually drives (rather than displaces) spending from local sources. A reduction in federal or state aid may be paralleled by reduced spending.

HOW WE EVALUATE: The purpose of this indicator is to identify trends in state and federal Medicaid revenues by comparing these to gross revenues. An increasing ratio over time is negative; it means that any changes in state or federal policies could adversely affect the county, by making additional demands upon own source revenue streams. Medicaid revenues are found in Funds AAAA (General Fund) and CCCC (Golden Hill). Fund AAAA Medicaid revenues are allocated to Social Services and Public Health.



Total first quarter Medicaid revenues have remained relatively stable over the time period, a positive finding. The year 2009 is an exception when, as part of its stimulus program, the federal government introduced the Federal Medical Assistance Program (FMAP). First quarter FMAP funds to the county totaled over \$1.1 million. There were no FMAP funds recorded in the first quarter of 2010 or 2011. Absent the 2009 spike, Ulster County Medicaid revenue averaged 4.55% of gross revenues during the study period.

Fund CCCC received an average of \$2.9 million in National Health Medicaid revenues during each of the first quarters of 2007 to 2011. The pattern in 2011 for medicaid collection stayed constant with 2010 in regards to percentage collected. However, Fund CCCC was expected to receive an additional 700k in medicaid in 2011 but has currently received 100k less than normal.



Fiscal Condition Report: Expenditures

FISCAL CONDITION INDICATOR #4: EXPENDITURE STATUS

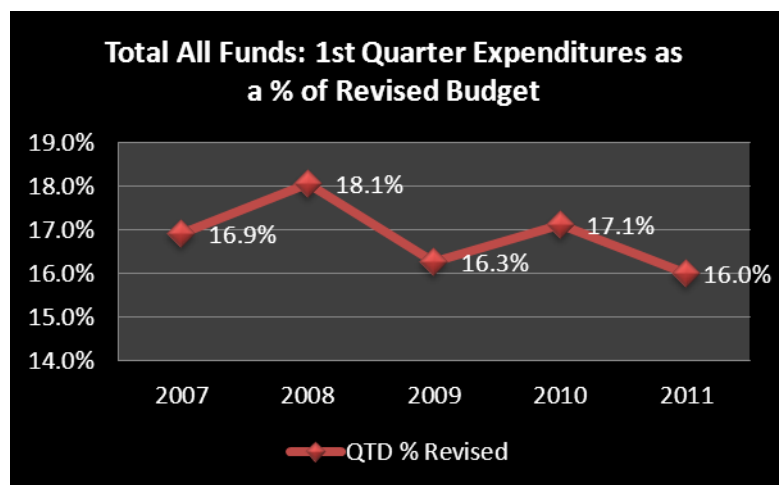
WHERE WE LOOK: Budget Status Report

WHAT THE REPORT TELLS: The budget status report compares the County's budget against actual expenditures and encumbrances incurred at a fixed point in time. It provides an accounting of how budget estimates compare to actual activity to ensure that the County does not overspend. It also provides a sense of the County's capacity to budget accurately, its ability to enforce the budget, and to control finances during the course of the year. Budget status reports are voluminous so summary data only is provided in this report.

HOW WE EVALUATE: We compare actual quarterly (QTD) and year-to-date (YTD) expenditures with revised budget estimates and calculate the percentage of revised budget to QTD and YTD revenues expended for the quarter. Expenditures should follow consistent year to year patterns. Departure from these patterns requires explanation, or may flag the need for intervention. Future expenditure projections should be adjusted accordingly if there is a gap between actual and projected expenses. Budgeted and actual figures may be found in **Appendix B: Expenditures**.

TOTAL OF ALL FUNDS

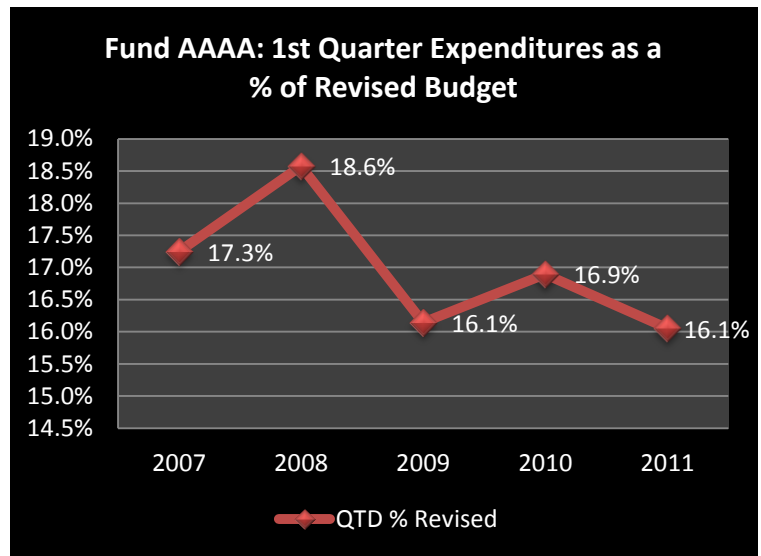
Total of all funds represents the sum of expenditures by Fund AAAA (The General Fund), Fund BBBB (Community Development Fund), Fund CCCC (Golden Hill Healthcare Center), Fund DDDD (County Highway), Fund EEEE (County Road Machinery), Fund SSSS (Workman's Comp) and Fund VVVV (Debt Service). Budgeted and actual figures may be found in **Appendix B: Expenditures**.



Budgeted first quarter expenditures increased by \$37 million between 2007 and 2011, from \$323.6 million to \$360.6 million. Significant 2008 first quarter expenditure increases occurred in the General Fund and County Road Fund causing the increase in expenditures as a percentage of revised budget estimates. Overall, though the proportion of first quarter spending for 2010 exceeded that for 2011. This decrease however was well within the parameters for recent years. See below.

FUND AAAA: THE GENERAL FUND

Fund AAAA is the General Operating Fund of the County and accounts for all transactions not accounted for in another fund. It is the most liquid of all county funds.

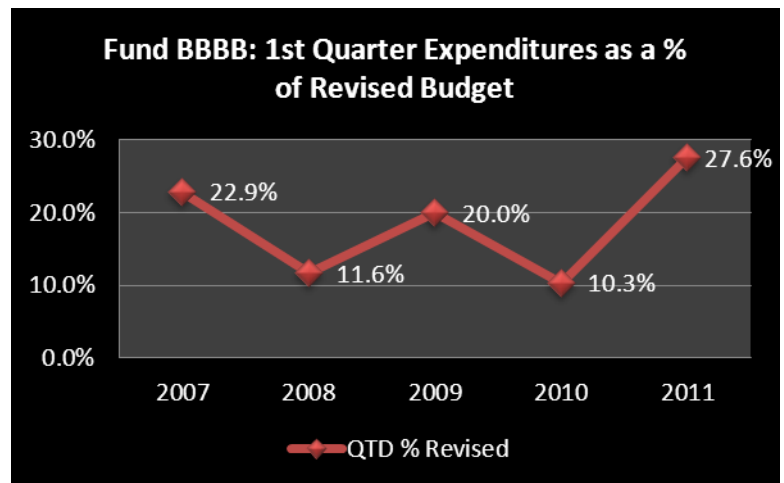


Fund AAAA 2011 First Quarter Expenditures:

1. decreased nearly \$2 million compared to first quarter 2010.
2. Revised 2011 budget expenditures increased \$7.7million.
3. The 2008 spike may be attributed, in part, to significant increases in first quarter expenditures as detailed in the first quarter 2010 report.
4. Since the year 2008 the actual expenditures have decreased \$3.2 million from \$50 million in 2008 to \$46.8 million in 2011.

FUND BBBB: COMMUNITY DEVELOPMENT FUND

Fund BBBB is a Special Revenue Fund that tracks grants received through the Workforce Investment Act to support economic growth through job training.

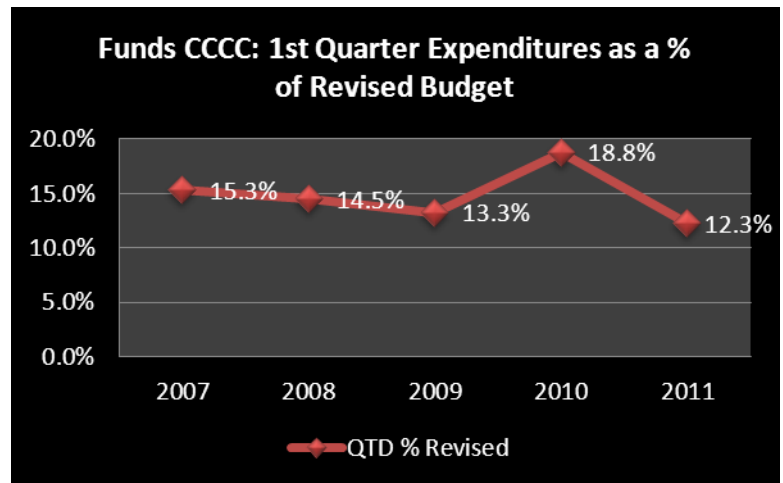


Fund BBBB 2011 First Quarter Expenditures:

1. The Community Development Fund's first quarter expenditures are erratic due to variability in contractual and rehabilitation loan expenses.
2. Since 2008 the actual expenditures have fluctuated from \$260k to \$700k in 2011.

FUND CCCC: GOLDEN HILL HEALTHCARE CENTER

Golden Hill Healthcare Center is a county-owned long-term care facility. Its fund (CCCC) is an enterprise fund. Unlike the general or special revenue funds, it operates in a manner closest to a private sector business.

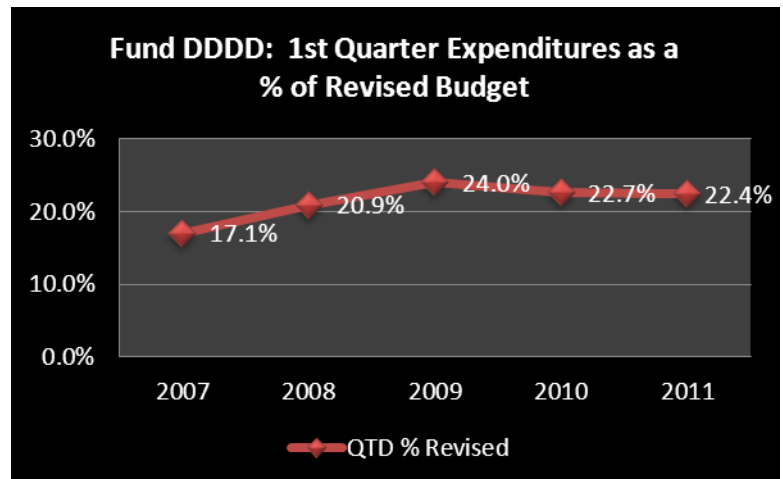


Fund CCCC 2011 First Quarter Expenditures:

1. Golden Hill first quarter expenditures decreased \$1.9 million between 2010 and 2011 while revised budget estimates increased \$380k.
2. The spike in 2010 can be attributed to a \$1.7 million increase in contractual expenses ranging from professional services to food and medical supplies.
3. Golden Hill first quarter expenditures averaged 14.8% of revised budget estimates for the five year period.

FUND DDDD: COUNTY ROAD

Fund DDDD tracks the budget of county road and bridge maintenance, permanent improvements, and snow removal. These expenses are largely funded from local, own- source revenues.

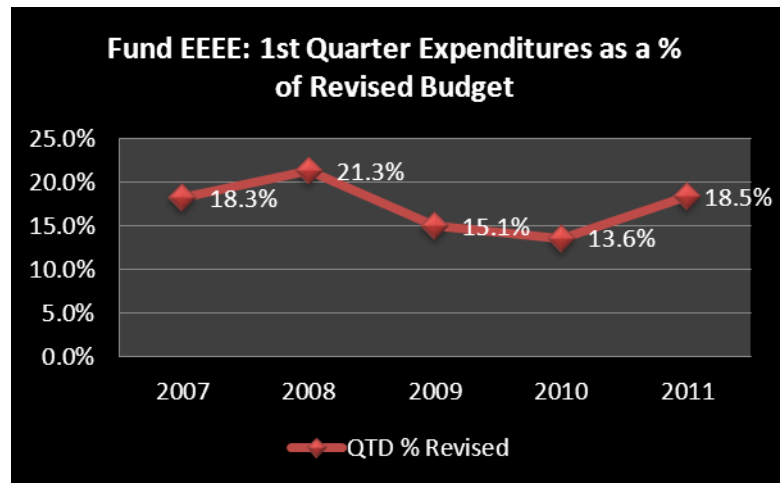


Fund DDDD 2011 First Quarter Expenditures:

1. The County Road fund is a stable fund with regard to expenditures as a percentage of the revised budget.
2. The 2011 revised budget is \$1.8 million less than the 2010 revised budget.
3. First quarter expenditures expenses decreased \$452k from 2010 to 2011.

FUND EEEE: ROAD MACHINERY

Fund EEEE is a Special Revenue Fund used to account for the proceeds of specific revenue sources that are legally restricted for acquisitions and maintenance of road machinery and equipment.

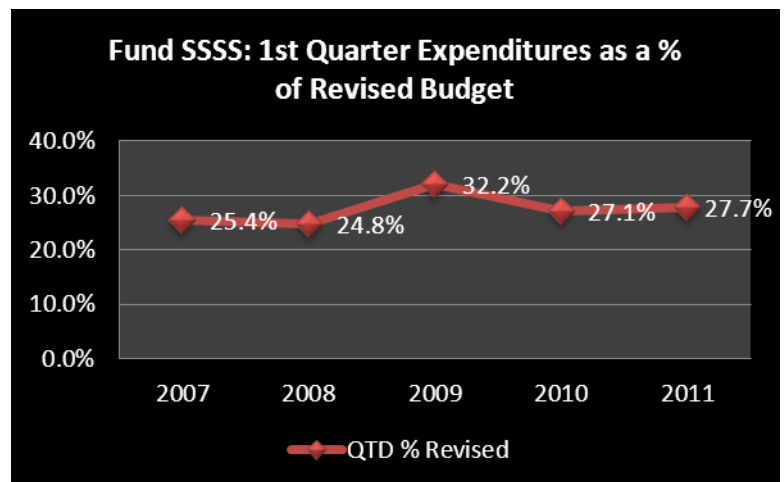


Fund EEEE 2011 First Quarter Expenditures:

1. reflects an increase in actual expenditures as compared to the \$500K decrease in the 2011 revised budget.
2. Lower spending in 2009 and 2010 reflects the austerity of more recent years.
3. Average first quarter expenditures for the fund are 17.3% of revised budget estimates.

FUND SSSS: WORKERS' COMPENSATION POOL

Fund SSSS is a self-insurance plan for workers' compensation claims. Like Fund CCCC (Golden Hill), Fund SSSS is an enterprise fund.

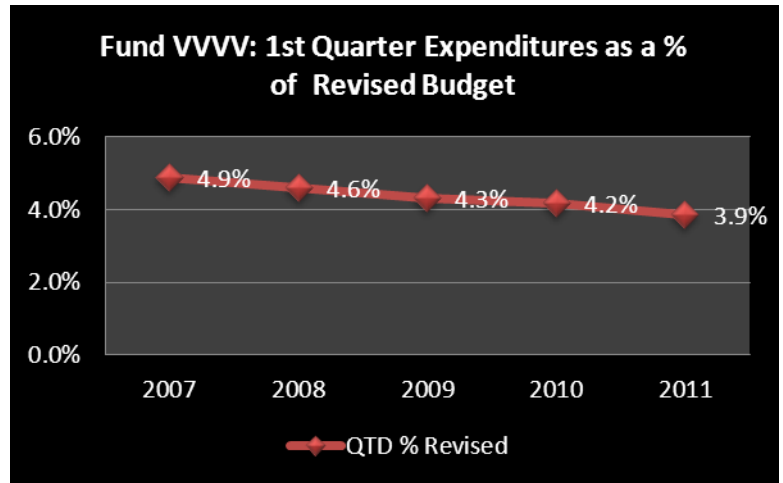


Fund SSSS 2011 First Quarter Expenditures:

1. are \$2.4 million a \$100k increase over 2010.
2. The Fund's revised budget estimates increased \$1.8 million between 2007 and 2011 with a \$200k increase in the year 2011.
3. Over the 5 year span the percentage of actual expenses to revised expenses has remained relatively constant.

FUND VVVV: DEBT SERVICE

Fund VVVV tracks county debt principal and interest on government borrowing to finance major projects.



Fund VVVV 2011 First Quarter Expenditures:

1. Revised budget estimates averaged \$10.3 million from 2007 to 2011, with an estimate of \$10.1 million in 2011.
2. Though this account is virtually fully funded at the outset of the fiscal year, average first quarter expenditures were \$450K or an average 4% of revised budget figures. This results in additional cash on hand for the county.
3. Expenditures are relatively stable with only a 1.0 percentage point decreasing trend over the five-year period.

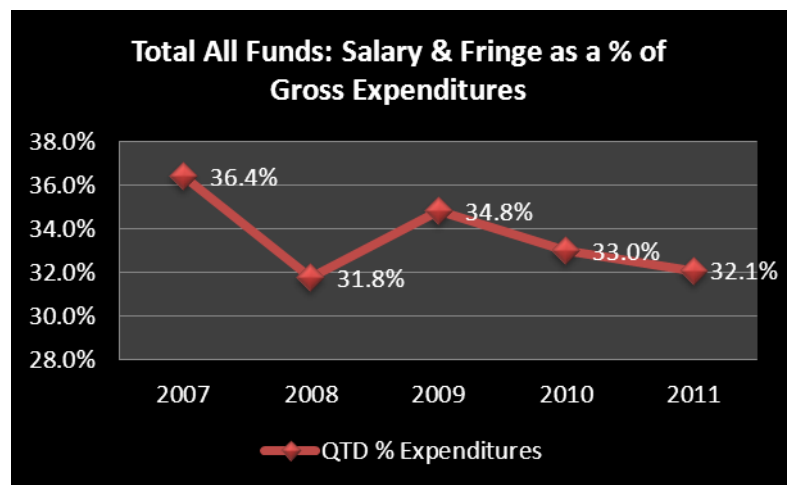
FISCAL CONDITION INDICATOR #6: MAJOR RECURRING EXPENSES

SALARIES & FRINGE

Fixed costs, such as salaries and fringe, are nondiscretionary expenses that are difficult to control during times of fiscal stress such as the Great Recession begun in 2008. New York counties, which are given responsibility for the administration of major social programs, have personnel costs as a particularly high proportion of their operating costs. In recent years, Ulster County government officials have sought to reduce personnel costs through attrition, retirement incentives and lay-offs.

This indicator looks at salaries and fringe benefits as a percentage of gross expenditures. Lower percentages over time are an indication of county success in controlling personnel costs. Increasing percentages over time indicate a negative trend because officials have less flexibility to respond to economic changes. Only operating funds responsible for government activities are considered: the General, Community Development, County Road and Road Machinery Funds. Golden Hill and Workers' Compensation are omitted in this analysis because of their status as enterprise or "business-type" funds.

TOTAL ALL FUNDS

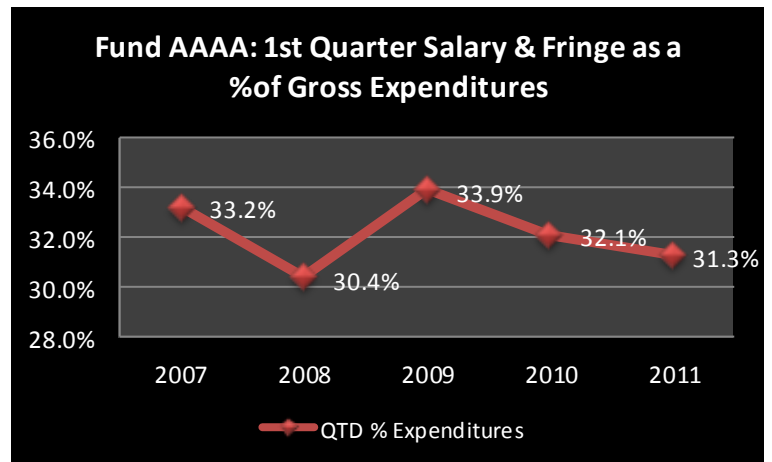


In 2011 there was a decrease of \$1 million in actual expenses despite a \$1 million increase in budgeted expenses. This allowed for the 1% decrease from the year 2010 to 2011.

Actual first quarter salaries and fringe are stable, averaging \$17.3 million for each first quarter of the study period. Fluctuations are accounted for by variations in QTD gross expenditures. The dip in 2008 is because of increased quarterly expenditures (up \$5.6 million from 2007) and slightly decreased (\$500K) salaries and fringe expenses. Significant 2008 first quarter expenditure increases occurred in the General Fund and County Road Fund.

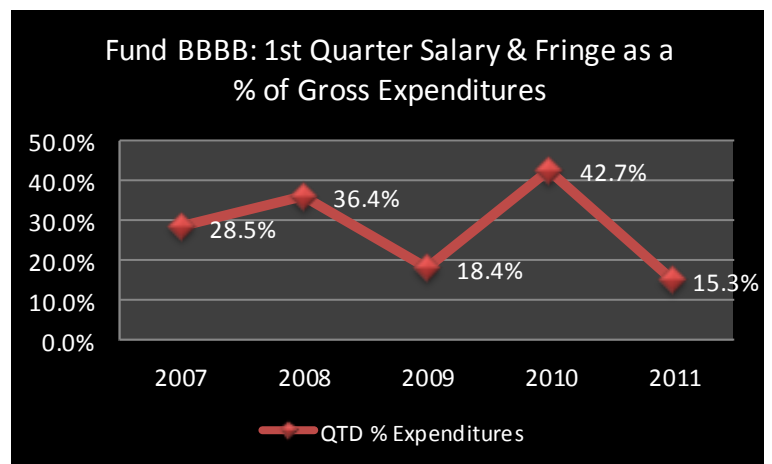
FUND AAAA: THE GENERAL FUND

1. The General Fund first quarter expenditures ranged from \$45 to \$50 million which accounts for slight fluctuations in salaries and fringe as a percentage of gross expenditures.
2. Actual salary and fringe expenditures showed little variation, averaging \$15.2 million for the first quarters of 2007 to 2011.
3. With contractual obligations driving personnel expenses upward, strong management effort was required to avoid further increases.



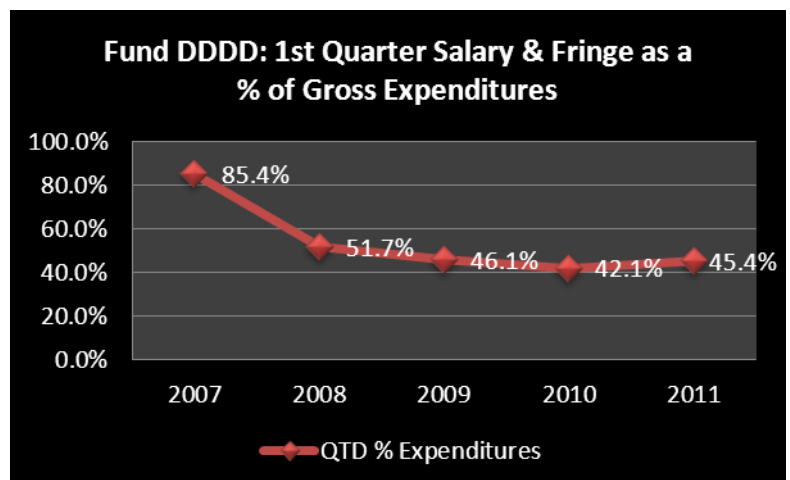
FUND BBBB: COMMUNITY DEVELOPMENT

1. The Community Development Fund showed the greatest variation in first quarter salaries and fringe, fluctuating about \$10K for each first quarter of the study period.
2. The extreme drop in percentage in 2009 is because of a \$200K increase in QTD expenditures between 2008 and 2009 and 2009 and 2010.
3. The drop in 2011 was due to a \$15k decrease in personnel expenses as well as a \$30k increase in budgeted expenses.



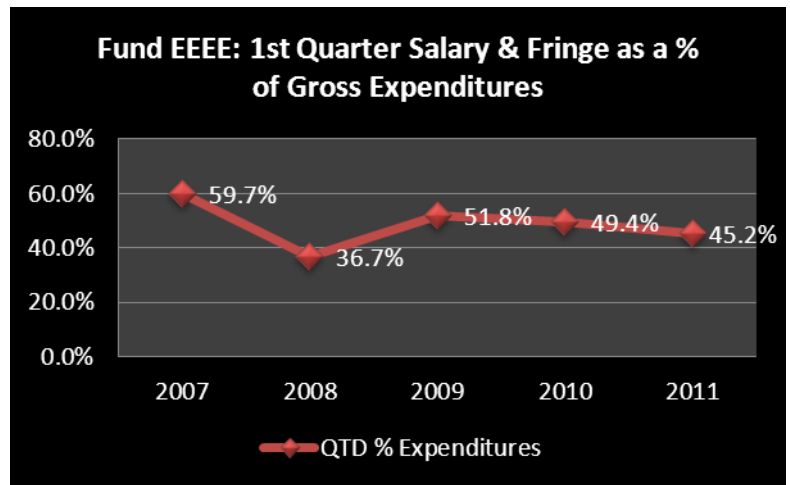
FUND DDDD: COUNTY ROAD

1. This fund reflects significant cost cutting efforts over time.
2. The county Road Fund 2008 first quarter expenditures rose \$600K (salt and chloride, equipment rental, and snow removal increases) while salaries and fringe decreased an equivalent \$600K.
3. First quarter salaries & fringe decreased by \$300K between 2007 and 2011.
4. As expected, Fund DDDD expenditures increase during the winter months.



FUND EEEE: ROAD MACHINERY

1. Road Machinery Fund first quarter revised budget estimates rose \$686K from 2007 to 2008 while salaries and fringe expenses decreased \$147K.
2. This explains the 23 percentage point drop in salaries and fringe as a percent of gross expenditures between 2007 and 2008.
3. 2011 had a 4.2% drop because of a \$100k decrease in the revised budget expenses and a \$40k increase in actual expenses.



FISCAL CONDITION INDICATOR #7: CASH FLOW

WHERE WE LOOK: Cash flow reports.

WHAT THE REPORT TELLS: Cash flow reports forecast short-term cash balances available for both operations and investment. They provide an early warning system for cash problems, help to determine the amount of cash available for investment for maximum periods (which usually results in a higher interest rate) and helps ensure compliance with federal arbitrage requirements when the County issues indebtedness.

HOW WE EVALUATE: Compare actual receipts and disbursements for each month against the projections for that month. If cash deficits are realized or projected, consider different “what if” scenarios to meet expenditures. If cash surplus is realized or projected, consider investment options to maximize returns.

Cash flow reports have been unavailable since November 2009.

Rate this Report

How did we do?

The Office of the Comptroller is charged by the Ulster County Charter to, at least quarterly, “report on the financial condition of the County and the **EEE** (economy, efficiency and/or effectiveness) with which County government or any of its departments, agencies or programs is managed.” **After reading this report, do you have an understanding of the financial condition of the County?**

What can we do differently or better?

Do you have an understanding of the EEE with which County government is run?

What can we do differently or better?

What measures would provide you with information you consider valuable?

To be sure the measures of what the County does effectively and efficiently does not become a maze of irrelevant, incoherent metrics and data, we invite you to share with us measures you believe will demonstrate how well public funds deliver results. Tell us how you evidence actual achievements measured against defined goals.

Are you ____ county employee ____ county resident ____ other ____
Name and contact information optional:

Please respond by printing this page and mailing or faxing your answers to:
Office of the Comptroller, 244 Fair Street, Kingston, NY 12401 or 845-340-3697 (fax)
or cut-and-paste and respond by e-mail to eaue@co.ulster.ny.us.